

Department of Human Resources Annual Report 2019

Welcome to the Office of Human Resources for the City of Traverse City. This annual report will serve as a snapshot of the Human Resources' activities from 2019. The Human Resource team is comprised of Kristine Bosley, HR Director and Christina Woods, HR Specialist.

The Office of Human Resource serves as a strategic partner to the City Manager to help meet city commission objectives as they relate to organizational development, culture and productivity.

Human Resources support city departments in minimizing employee risk and maximizing employee productivity through policy development, payroll administration, benefits administration, job classification and compensation, total compensation, drug testing, central recruiting, training and development, workforce planning, employee and bargaining-unit relations, unemployment and worker compensation administration, records maintenance and assisting retirees and surviving spouses.

Human Resources is a service-oriented team, providing expert consultation and support to foster a respectful environment that inspires excellence within the Traverse City community. The department provides support to employees throughout their employment life cycle. This support starts at the hiring process, continues throughout employment and goes into retirement. In all areas of work, the Office of Human Resources firmly upholds confidentiality, accountability and trust.

Mission Statement: *To recruit, retain, develop and assist City employees through excellent customer service, while striving to maintain the City's strategic vision.*

Staffing

The Staff in Human Resources assists applicants and employees with all phases of the employment process. We oversee recruitment, interviewing, testing, background, reference checks, selection and evaluation.

Total Number of City Employees:

Light and Power:	37	Male:	76.5%
Full-Time:	147	Female:	23.5%
Part-Time:	1	Department Head (Leadership Role)	
Irregular Part-Time:	2	Male:	63.6%
Seasonal Workers:	63 (Annual Total)	Female:	36.4%

City Employees by Years of Service:



25+ Years of Service	7 Employees
20-24 Years of Service	16 Employees
15-19 Years of Service	30 Employees
10-14 Years of Service	18 Employees
5- 9 Years of Service	30 Employees
Less than 5 Years of Service	47 Employees

<i>2 Retirements</i>	<i>7 Resignations</i>	<i>2 Terminations</i>
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Recruitment

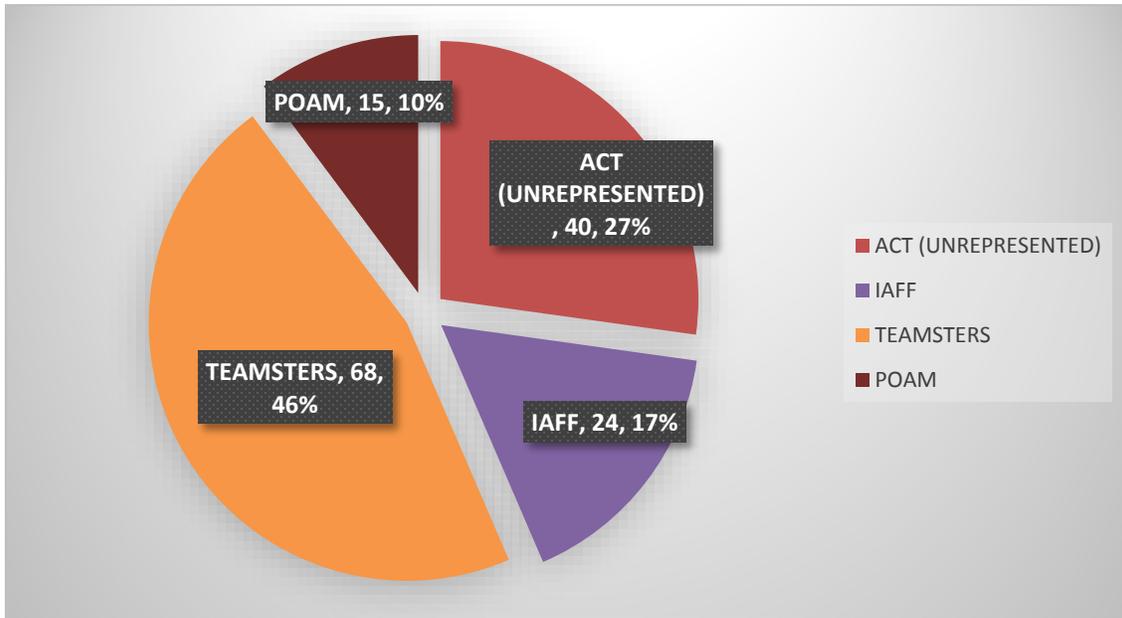
City Human Resource Office is committed to attracting and retaining a talented and diverse workforce. One key strategy to accomplish this is to identify the competencies we will need in our current and future leaders. We coordinate with Department Heads to identify their department needs and update job descriptions when needed. The HR Department reviews all applications and develops job specific questions used in panel style interviews.

Human Resources received and processed 523 employment applications in 2019.

17	Positions were posted internally and externally
12	New Staff Members
0	Promotions

Workforce Composition

The workforce includes both represented and non-represented employees who fill technical, safety, administrative, and managerial roles. We work in a dynamic environment where, as The City of Traverse City continues to change, our workforce must evolve. Our employees come from a variety of backgrounds. Such a workforce must be supported by an environment that encourages innovation, collaboration, and partnership at all levels.



Negotiations



The Human Resource department participated in all four labor negotiations with each of the Teamsters 214 groups, which represents 68 City employees. The HR Department reviews any previous grievances, letters of understanding, and meets with department heads to identify any current contract language that may need to be clarified or updated. Negotiations began in February 2019 with the four bargaining units. The first contract was settled early May. The following three contracts went to mediation. In late July two of those contracts were settled. The final group requested 312 Arbitration. The HR Department prepared exhibits for the hearings, completing the first of the two MERC hearings, successfully re-establishing comparable municipalities. The remaining unit agreement shall be determined through arbitration in 2020.

The HR Director is the annual guest speaker for the Human Resource Management course at NMC to provide real world account on the preparations of Collective Bargaining Agreements and Union/Management work environments.

Employee Relations

We are respectful
We have fun
We love what we do
We work hard and smart
We do great things
We communicate and listen
We are helpful
We stay positive
We strive for excellence
— We are a TEAM —

Each year, the Human Resource Department focuses on celebrations, employee events to transform the work experience and enhance our employee relations culture. The HR Department team will continue to focus on excellence and value in our services. Communication, collaboration, feedback exchange, recognition, and social bonds are all crucial features of a culture that values its people and can move them to achieve their best work.



Benefits Administration

The Office of Human Resources administers the city's benefits programs, including insurance (medical, dental, vision, life and disability), retirement, defined benefits, health care savings plans, 457 retirement programs, paid time off, unemployment, work comp, employment verification, I-9s, FMLA and leaves of absence.

The HR Department receives work injury reports, submits claims to workers compensation insurance carrier and performs payroll self-audits and estimates total payroll levels for renewal of WC Insurance. There were a total of 28 work related injuries/illnesses reported. Nine of these were reported as loss wage injuries and a total of 270 loss days.

The Department also spent a considerable amount of time processing 22 Family Medical Leave Act applications and Short-Term Disability Claims. The Department services these employees from identify necessary paperwork to ongoing communications through on going care to returning to work. There were two individuals who transitioned to Long Term Disability in 2019.

Reimbursement stipends outlined in the collective bargaining agreements are also tracked through the department, as well as scheduled certification stipends. The City had 7 employees who took advantage of the Education Reimbursement Program.

This department manages the administration of all Group Benefits includes for not only the City employees, but employees from Light and Power, Housing Commission and Downtown Development Authority. The HR team along with the Insurance Committee, which is comprised of members from all of the bargaining units and non-bargaining groups, reviewed options for medical and vision insurance, life insurance, short and long term disability plans. The team worked well together to make recommendations to keep or improve current group benefits plans.

The Department has partnered with MiPlanners to assist with the quote process. The committee reviewed proposals from our current provider Priority Health, Blue Cross Blue Shield and Blue Care Network. Priority Health provided the committee with an overall premium increase of 0.43% for the HDHP/HSA and a 0.98% decrease for the Priority High Plan. The rate for our active plans was an overall flat renewal of 0.002% increase which is due to the lower claims experience we had in the last year. With Priority Health, the City has already developed credibility to allow for consistency in the premiums. Priority Health provided the City with a 2nd year 5.9% premium rate cap.

Metlife is our current vendor for Vision, Short-term and Long-term Disability and Life Insurance. MiPlanners requested quotes from four other vendors who all declined to quote because they were unable to beat our current premiums. There are no changes in premiums for these plans.

Delta Dental is the vendor for our Dental Coverage. The insurance committee recommendation kept cost the same and apply applicable discount to the 3rd year.

The insurance committee recommended adding the two Aflac plans to the open enrollment benefits lineup. There was an overwhelming support to include the Critical Incident and Accident coverage. These plans do not affect any of our current group plans. There shall be no premium costs for the City.

BS&A Implementation

The HR Department played a pivotal role in the implementation of the new financial and human resource information system (HRIS). The HR Department worked side-by-side with the implementation team through the 1st quarter of 2019. We were tasked with scheduling training, ensuring the integrity of the data being uploaded in the system, and conducting regular audits to ensure accuracy.

Michigan Municipal 16/50 Women's Leadership Project

Kristine Bosley, HR Director and Katie Zeits participated in the Women's Municipal Leadership Program presented by the 16/50 project. They were selected out of over 100 applications statewide received. The Women's Municipal Leadership Program is an opportunity for aspiring women to advance their skills and hone their leadership abilities on the path to becoming strong local leaders. This was a five month transformation development opportunity to enhance the skills in municipal budgeting and finance, economic development, council-manager relationships, and interviewing & negotiating. In the future, the HR Department will continue to support the professional development and networking opportunities for women employed with the City.



Infants in the Workplace



The City of Traverse City piloted an Infant at the Workplace Program in August of 2019. The program was created to allow eligible employees who are new mothers, fathers, or legal guardians to bring their baby to work with them from the age of 6 weeks to 6 months.

This program supports a positive work/life balance, honors the employee's contribution to the department, and shows that the department practices what we encourage in our communities; supporting parent and infant bonding, parental well-being, healthy infant development, and breastfeeding. The employee is regarded to have a minimum of two alternative caregivers. The pilot was very successful. Little Miss Emma was our pioneer of the program. We've witnessed a positive boost to employee morale as the infant and coworkers enjoy being in the

office. At no cost to the City, this program has truly been an invaluable asset to our culture of supporting our employees.

BS&A Implementation

The HR Department is the staff liaison of the Human Rights Commission. The Human Rights Commission is a nine member appointed board that meets monthly on the second Monday, at the Governmental Center. We work with the board on efforts to support their Mission, budgeting, and notifications to comply with Michigan's Open Meetings Act.

HR Functions

The HR Department continues to review current process and procedures, identify areas in which we can improve efficiency and compliance and improving employee engagement and communication.

Performance Indicators	2018	2019
Job Postings		
Promotional (Internal Posting)	4	1
Open Competitive (External Posting)	14	16
Applications Reviewed & Processed	663	523
Employees Hired (Full and Part Time)	16	17
Average number of days to complete Internal Recruitment	7	8
Average Number of days to complete External Recruitment	166	94
Full-Time Turnover Rate excluding Retirements	2.1%	6.8%
Percentage of Minorities in Work Force	2.7%	4.3%
Number of Employees not Completing Probation	0	0
Police Promotional Testing	2	0
Fire Promotional Testing	0	3
Labor Contract Settled	0	3
Number of Grievances	0	2
Number of Grievances Resolved Before Arbitration	1 (2017 Grievance)	2
Short-Term Disability Claims	9	22
Open Long-Term Disability Claims	1	2
Life Insurance Claims	0	0
Unemployment Claims	8	15
Unemployment Rate	1.67%	0.33%
Worker's Compensation Incident Reports Received	32	28
Worker's Comp Claims Paying Compensation	5	9
W/C Lost Work Days Due to Injury	298	270

There was an increase in open positions but a drop in the average of days to fill vacant positions. The HR Department changed job postings to remain open until filled. This allowed Department Heads to review applications and start the selection process, filling the positions quickly. The turnover rate has increased, this is due to the seven resignations of employees who moved out state or changed careers. There was a substantial increase in Short-Term Disability Claims. The HR Department is working with MiPlanners on creating additional preventive management and increase consumer health care management to help migrate the potential increase in health premiums in the future. The Department will continue to work with department heads to continue to communicate safe work habits.

Serving the employees of the City of Traverse City continues to be an awarding career. The HR Team is dedicated to making the City of Traverse City the employer of choice for our region.