

Human Resources

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



2020 ANNUAL REPORT

All data cited in this report is from the 2020 calendar year

2020 Key Accomplishments

We pivoted during the pandemic!

HR played a primary role in creating a temporary pandemic policy to cover the anticipated issues and questions resulting from the huge changes in the workplace made necessary by the pandemic. In addition to keeping up with state and local health advisories, HR continues to coordinate with the Salt Lake Health Department and assists with contact tracing when Draper employees are involved.

Initially, Draper City created **COVID-19 leave** to cover Crossing Guards and Senior Van Drivers who lost work immediately when the schools closed. It was also used to cover anyone who contracted COVID-19 or was caring for a family member with COVID-19. We created the necessary forms and **verified and approved 67 employees** in this program.

Effective April 1st, we were responsible for administering the **federally mandated emergency paid sick leave (EPSLA)** benefit as well as the expanded FMLA benefit. We created our own forms and process since none were provided, and **verified and approved 62 employees** in this program who were eligible for up to two weeks of emergency paid leave. This leave is still in use during 2021.

HR helped transition **80 employees to temporarily work all or part-time hours from home**. Each of these 80 employees signed a newly created temporary telecommuting agreement which was signed by their Department Director and IT staff.

Recruiting, interviewing and hiring paperwork, enrolling in benefits, training, and pretty much all HR functions, were quickly adjusted to work via Zoom, or through our online Human Resources Information System (HRIS), or simply by creating fillable pdf forms.

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Employment Status and Hours Worked



Draper City had a total of **347 employees** at the end of December 2020. 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 47 exempt employees.

In the FY20-21 budget the City Council approved **6 new full time** positions.

Total number of hours worked by hourly employees is **424,042**, with an additional **33,308 hours of overtime**.

Overall sick hours used was 10,733 plus 7,150 covid-19 and emergency paid sick leave hours indicating an absenteeism rate of 4.2%* compared to 2.9% last year. *Note that covid-19 sick leave accounts for 1.6% which gives an **actual 2.6% absenteeism rate**.

Key Accomplishments continued

- HR staff received and processed **1,178 job applications** in 2020 and **hired 78 employees** (18 full time, 22 part time and 38 seasonal)
- We completed an **RFP for broker services** and have retained NFP Brokers to handle our annual renewal process. Brokers receive compensation directly from the insurance companies and not from Draper City.
- In December we worked with our current employee assistance program (EAP) to quickly put in place **specialized care and the availability of carefully vetted trauma therapists to help our first responders and their families**. The number of confidential, no-cost sessions has been increased from 5 to 15 for every member of their family, and for every new counseling request.
- HR submitted **4 personnel policy amendments** to the City Council in 2020, 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.
- HR updated and created **job descriptions** to provide accurate list of duties and responsibilities for current and new positions.
- We closely monitored around **450 criminal background checks for volunteer coaches** in the Recreation Division to ensure that every coach was eligible.
- We continue to be enrolled in a program through the State to conduct no-cost online **driver license history** checks annually on all employees.
- Draper City is also enrolled in the **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.

Human Resources and Risk Management Staff

Draper HR Division has two full time staff: **Hazel Dunsmore, Director** and **Kristin Cranmer, HR Generalist**. Both 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) which has a regional and state presence and provides valuable training and networking opportunities with other governmental HR positions. With 2 full-time HR staff we have a **ratio of 1 HR staff person per 175 employees**. The national average is 1 HR staff per 100 employees.

In June 2020, the HR and Risk Management divisions began reporting to the Assistant City Manager. In July, the legal secretary position was converted to an Executive Assistant position to support the Assistant City Manager and the divisions that position oversees. We hired **Pat Cabulagan as the full-time Risk Management Coordinator** and **Lisa Austin as the Executive Assistant**. We've been able to train them and transition the random drug screening, workers compensation, coaches background checks and vehicle accident claims into their capable hands. HR works very closely together with them on a daily basis and we consider ourselves an effective team. We appreciate the administrative and HR support Lisa provides, and the risk management experience Pat brings to his position.



Employee Turnover

The **total turnover rate for full time employees was 9.1%**. This is 5 points lower than 2019. The Community Development Department had the highest employee turnover 2 years in a row. There is a lot of competition for hiring building inspectors right now, it's been one of the most difficult position to hire and retain.

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 non-public safety employees which would help Draper compete with other cities in Salt Lake County to attract and retain entry level and lateral moves in every city department.

2020



Jan 2020 - Dec 2020

9.1% 20 people
Total Turnover

0.8% 1.7 people
Average Monthly Turnover



Termination Reason

View Details



Department

View Details



Length of Service

View Details



Employee Development is a priority, especially focusing on those in supervisory and leadership positions. **Two supervisor/management** training sessions were held this year. In March we held a group training to review and answer questions on personnel policy, specifically the hiring process. With restrictions on meeting in groups, we utilized the URMA online training module "Ethical Behavior for Local Governments." Supervisors completed this individually during October.

Every employee received **annual harassment avoidance training**. This year the city subscribed to Kantola's online training system. Each employee logged in and completed "Harassment Prevention: A Common Sense Approach through Kantola training. Those in supervisory positions had additional training. We continue to train new employees as they are hired, including part-time and seasonal. The City has a zero tolerance for harassment of any kind. Our policy includes any type of harassing behavior, even if it doesn't rise to the legal definition of harassment or hostile work environment.

The **annual evaluation** is designed to encourage a focus on a joint supervisor/employee commitment to employee development, employee engagement and ultimately employee success. These annual evaluations are required by policy and are used to recommend employees for a merit increase (if approved in the budget).

Merit increases are awarded based on employee annual evaluations. 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 the **3% merit** increases in December 2020.

Each supervisor meets with individual employees for a **discussion and development plan** to outline what employees are doing well and where they need to improve. Based on this discussion the employee is recommended to receive a merit increase. Per policy, these evaluations take place at least once a year.

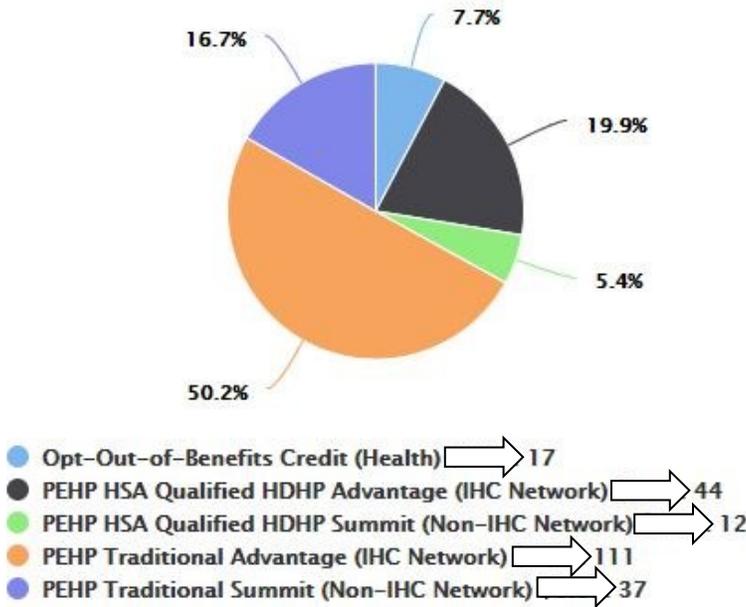
Benefits

Benefit open enrollment meetings were held via Zoom during May and June and a total of **221 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.

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. At the end of the benefit year we made an application to the Trust Fund and received reimbursement for the amount paid in premiums for both families (approx. \$30,000).

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

Medical Participation - Current Plan Year

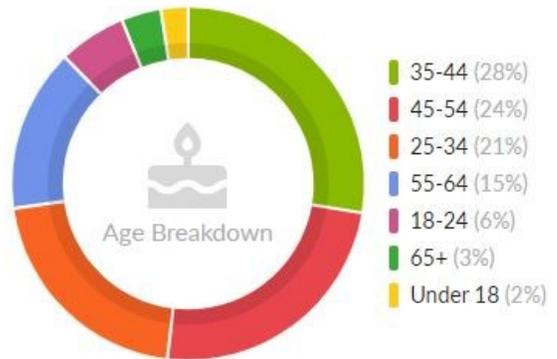
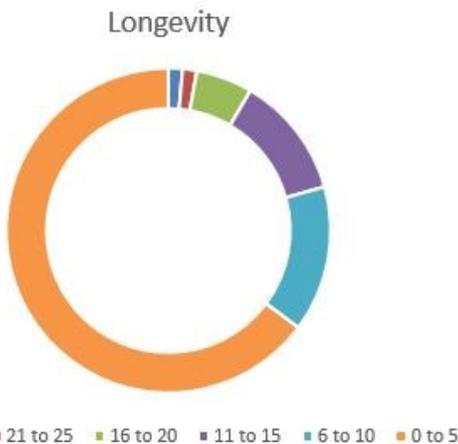


We continue to educate and encourage employees to create a login to myPEHP and use the cost cutting tools PEHP has in place. This participation, along with education and careful use of resources, resulted in a premium rebate from PEHP of \$69,106. Some of these funds were used to purchase more equipment for the gym. The rest is used to offer **fitness incentives** for both full and part-time employees to help encourage healthy lifestyles.

We also subscribe to PEHP's **wellness tracking program**. Employees and their spouse are able to earn \$150 each year by completing several challenges. The goal of these programs is to help create and sustain healthy habits which will ultimately keep our renewal rates low.

We hosted a **flu clinic** for employees at city hall in September. Unfortunately the popular annual biometric screening run by Healthy Utah could not be held this year with the pandemic restrictions in place.

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 employees can find higher paying jobs or better opportunity.



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

Under age 18 are part-time recreation employees