

# **ANNUAL REPORT**

## **CITY OF MIDLAND HUMAN RESOURCES**

**2004-2005**

# **HUMAN RESOURCES**

## **Mission Statement**

The Human Resources Department exists as a staff organization to meet and balance the needs of all our customers by guiding the City through effective and efficient practices, consistent policies, promoting cooperation and trust, and creating innovative programs.

## **Services**

The department's scope of services include: employee relations; the administration of the hiring and promotional process for the City; administration of six collective bargaining agreements; the grievance and arbitration procedure; labor negotiations; compensation and benefits administration; safety and health administration; job evaluations; performance appraisals; employee education and training; and compliance with federal and state labor laws. The department also is responsible for providing employees with health and wellness opportunities through the wellness program - "Wellness Works" - and an employee assistance program - "Strength Through Support."

## **Employment**

During the fiscal year 2004-05, there were 377 authorized full time positions and 114 authorized part time positions (compared to 380 authorized full time positions and 106 authorized part time positions in 2003-04). Temporary employees numbered 150. There were 22 employee retirements, 15 employee resignations, 2 employees discharged from regular service, and 2 City employees passed away during fiscal year 04-05.

We received and processed a total of 1,925 employment applications in the department during the past year. The department received requisitions to fill 65 regular vacancies and promotions.

## **New Employee Orientation**

The City had 38 employees who joined the organization during the past year. New employees received information on a number of pertinent matters, including: organizational structure; the city manager form of government; prevention of sexual harassment and other City non-discrimination policies; safety program; fringe benefits; citizen relations; the wellness program and the Employee Assistance Program.

## **Job Evaluation**

The Job Evaluation Committee evaluated the following classified position this year and the new position was entered into the City's job classification plan:

### **Midland Municipal Employees Association**

Acquisitions Coordinator – Library

In addition, the new position of Geographic Information Systems Manager, was developed, rated by the Hay Group, Inc., and added to the Unclassified/Confidential classification plan. The G.I.S. Manager will report to the Information Services Manager.

## **Health Care**

The department administers the health care plan for all of its employees and retirees. The current health plan provider for the City of Midland is Blue Cross Blue Shield of Michigan. The cost of health care for all City employees and retirees rose by 13.89% for 2004-05.

## **Flexible Spending Account**

The department coordinates this highly popular program. A total of 341 employees took advantage of pre-tax contributions to pay for employee health care premium share and out-of-pocket medical and childcare expenses. Employee contributions for the 2004 calendar plan year totaled over \$688,929.

## **Employee Assistance Program**

City employees, retirees and their family members were provided with a variety of counseling services and information during fiscal year 2004-05. Lona McLuckie, EAP coordinator, also serves as the Substance Abuse Professional for the City's Commercial Drivers License, drug and alcohol testing program.

During fiscal year 2004-05, EAP services were bid out in an effort to contain costs, yet continue to provide employees the quality EAP services they had come to expect since the City of Midland EAP was established eighteen years ago. A selection committee comprised of employee representatives and Human Resources staff compiled and reviewed the competing bids. After careful consideration the committee unanimously awarded the bid for EAP services to the local firm of Family and Children's Service of Midland. Vicki Freer, EAP Coordinator for FCSM, has been conducting numerous employee orientation meetings in various City facilities to introduce the new provider and make the

transition process as smooth as possible. Family and Children's Services of Midland will provide EAP services effective July 1, 2005

### **Labor Relations Report**

The City has six formally organized labor groups, consisting of: The United Steelworkers of America (USWA), The Midland Municipal Employees Association (MMEA), The Midland Municipal Supervisory Employee Association (MMSEA), the Midland Police Officer's Association (MPOA), the Midland Professional Fire Fighters (MPFF), and the Police Officers Labor Counsel/Midland Police Command (POLC).

### **Labor Contract Negotiations**

The contract between the City and Midland Police Officer's Association (MPOA) expired June 30, 2004. Negotiations between the parties resulted in a successor agreement with a five year duration.

During the last fiscal year the Arbitrator rendered his decision in the Midland Professional Fire Fighters (MPFF) Act 312 arbitration case. Part of the decision included a contract duration of four years which is due to expire June 30, 2006.

Labor contracts due to expire June 30, 2005 are Midland Police Command, United Steelworkers of America-Local 14009, Midland Municipal Supervisory Employee Association, and Midland Municipal Employee Association.

## **EMPLOYEE SAFETY AND HEALTH**

The City safety and health program aims to achieve zero injuries and optimum health and wellness for our employees, both on and off the job. Thirteen department safety committees develop programs to address MIOSHA compliance and the unique safety and health issues of each City operational area. The City-wide safety committee, EHSAC or “Employee Health and Safety Action Committee” includes representation from our six bargaining groups, and six management representatives appointed by the City Manager. The Employee Safety and Health Manager staffs this committee, which primarily develops City-wide safety policy and safety/occupational health initiatives.

### **Occupational Safety and Health Highlights**

Highlights of occupational safety and health accomplishments for the year are:

- A major campaign to improve work zone safety was launched. This included training for all affected employees and supervisors, the drafting of a work zone safety plan for the City of Midland, and public service announcements (PSAs) developed by MCTV. These PSAs were developed with input from employee work groups and featured actual employees in speaking roles.
- A second bi-annual survey was administered to measure employees’ perceptions about the City’s safety culture. The “Safety Culture Survey” was administered to employees from 20 City work teams with a 93% response rate, and the results were compared to responses on the 1<sup>st</sup> survey of two years earlier. There was an average of a 10% improvement in the score in all “success factors” except contractor safety.
- The occupational health program is in the process of being reorganized with various options for service delivery being explored and utilized.
- A mock MIOSHA inspection was conducted using a former OSHA compliance inspector now working for the Great Lakes Safety Training Center. All City departments were inspected and given a comprehensive report. Response to the recommendations is nearly complete.
- A MIOSHA inspection of a Water Distribution excavation site resulted in a citation which is in the process of being appealed. The citation alleges that the excavation was not dug in accordance with MIOSHA standards.
- In the interest of learning more from safety incidents that are occurring, the Employee Health and Safety Action Committee (EHSAC) is working on incorporating a root cause analysis into its incident review process. At least one supervisor from each department attended a 3-day comprehensive training program to learn the process, and EHSAC developed a format called AIRCA or “Accident Investigation Root Cause Analysis” for use as a guide in implementing the process.

- Planned and conducted a sixth annual “Safety School” program, a traveling program that allows department employees to achieve their annual safety training requirements. Fourteen safety schools were conducted, each 2.5 hours long and attended by over 200 employees.
- Continued a program designed to “catch” employees in the act of being safe. Fellow employees and the public are invited to turn employees in. To date, a total of 45 employees from 12 departments have been recognized for their extraordinary acts of safety. The program is in its 6th year of implementation.
- Conducted a Citywide peer safety audit in which 13 departments do safety audits on each other.
- Presented the eleventh annual “City Manager’s Safety Quality Award” (for year 2004). For the first time since 1996, all thirteen department safety committees achieved the “Excellence” award: City Hall, the Library, Building and Engineering, Senior Housing, Water Plant, Wastewater Plant, Public Works, Water Distribution, Dial-a-Ride, Fire Department and Parks & Recreation. The “Outstanding Achievement” Award went to the Police Department and Landfill.
- Awarded three 2004 “Safety Innovation Awards” to employees who have come up with creative solutions for safety problems. The awards went to Troy Sova (Water Distribution), for a device that allows safer use of a power pack to open fire hydrants; to Garry Jines (Landfill) for designing and constructing a ramp that allows for safer dumping of refuse at the Landfill from City refuse trucks; and to Gary Marshall and Darin Alderton (Engineering) for a device that holds a traffic signal on the side of a man lift bucket so that it does not need to be hand held during placement and installation.
- Awarded the eighth annual “City Manager’s Safety Leadership Award” to Karen Murphy for her work on the Public Works Safety Committee. This award honors Ted Wejrowski, a City employee who was fatally electrocuted in 1991.
- Conducted a safety poster contest for the children of employees. Winning entries were made into wall posters for posting in City facilities, and these were distributed monthly. City workers contributed “Tips from the Expert” as part of the posters.
- Conducted industrial hygiene audits of all City departments. All recommendations have been addressed.
- Conducted a special program on severe winter weather safety for the outdoor worker, presented by meteorologist Mark Torregrossa of Channel 25 WEYI TV. About 100 employees attended.
- Master compliance plans for hearing conservation, respiratory protection, confined space and bloodborne infectious diseases were reviewed and updated. Department safety committees developed department compliance

plans for these compliance areas, as well as hazard communication, lockout and emergency response.

- A promotional campaign was developed to better inform kids about the “Community Awareness Program” or CAP. This program features a logo on all City vehicles to let the public know that the vehicle has radio contact with 911. Promotional materials targeting kids were developed; the Police Department now includes information about the program in its school programs; and it was promoted at the Library’s “Touch A Truck” program.

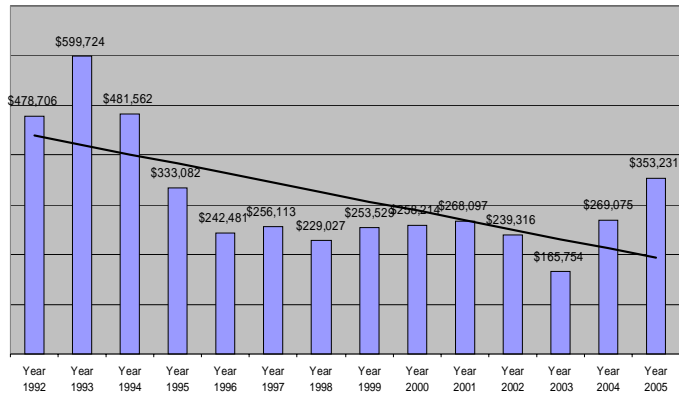
### Safety Program Outcomes

#### Profile of 2004 Workers Compensation Claims

- 90 claims (60 in 2003)
- Average cost/claim = \$2665 (\$2550 in 2003)
- 18 claims > \$1000, totaling \$225,000 or 94% of incurred cost of claims
- 33% of claims >\$1000 are from slips/trips/falls, totaling \$165,000 or 69% of total incurred cost of claims
- 93% of incurred costs of claims are from musculo/skeletal injuries

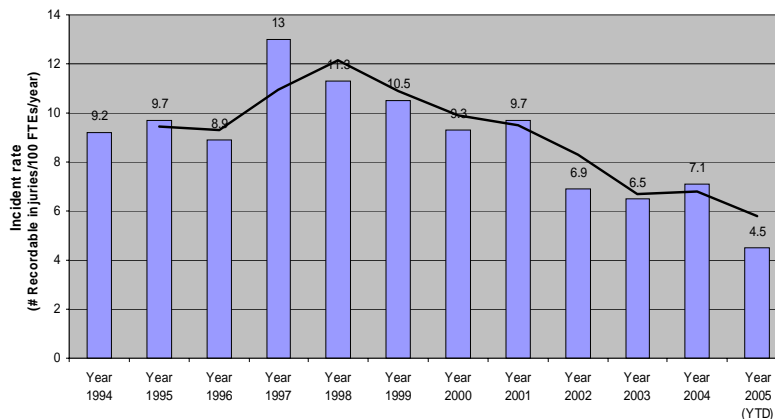
#### Workers Compensation Premiums

After our annual Workers’ Compensation premium bottomed out at a low of \$165,754 in ‘93 – ‘94, it increased significantly in ‘95 – ‘96 to the highest point in 10 years at \$353,281. Our experience modification rate was 0.85, an increase from 0.71 of the previous year, but still in the desirable range. Increasing health care costs, a Workers’ Compensation claim settlement, and some high severity claims influenced this increase.

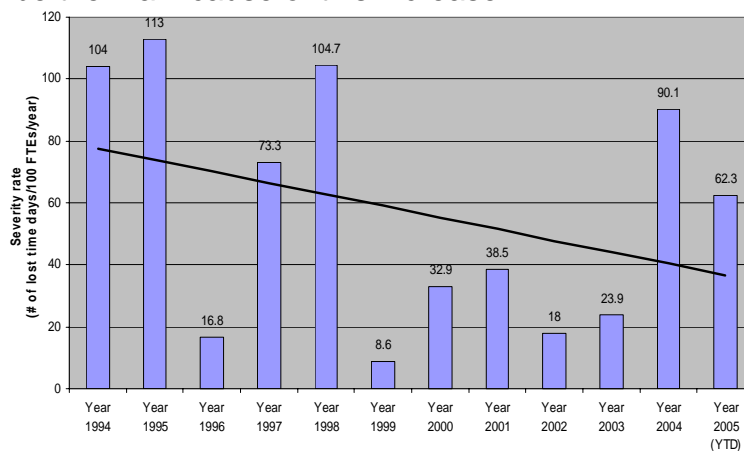


#### 2004 Incident, Severity and Lost Work Case Rates

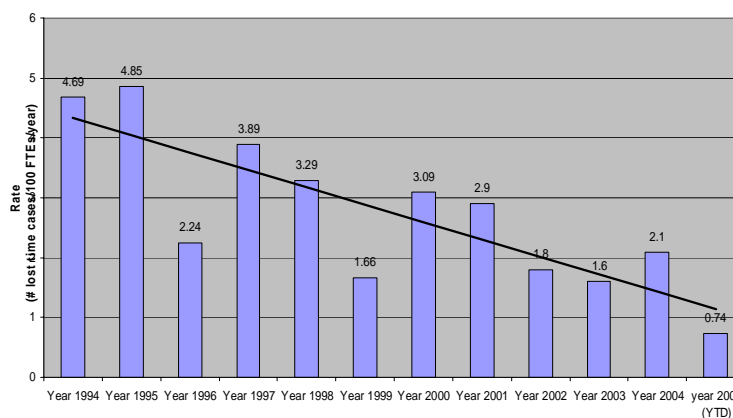
The **incident rate** (# OSHA recordable injuries/100 FTEs/year) for 2004 increased slightly from the previous two years. The 2004 rate was 7.1, with the previous 2 years being 6.5 and 6.9 respectively. The 2005 mid-year incident rate is showing an improvement, however.



The **severity rate** (# lost time days/100 FTEs/year) for 2005 increased significantly from 24 lost time days/100 employees in 2003 to 90 in 2004. The YTD severity rate for 2005 is showing some improvement, but is still in an unacceptable range. Slips, trips and falls as a result of a hazardous 2004-05 winter appears to be the main cause of this increase.



The **lost time case incident rate** (# lost time work cases/100 FTEs/year) of 2.1 for 2004 was slightly up from the previous year's low rate of 1.6. Overall, however, the average number of lost work cases has been cut by nearly two-thirds since 1990.



Department Safety Performance

<b>Departments with <i>No Recordable Injuries</i> in 2004 (Incident rate = 0)</b>	<b>Departments with Recordable Injuries in 2004 and their Incident Rates</b> (City average was 7.1)
Building & Engineering City Hall DART Library Senior Housing Water Plant	Fire Department (4.5) Police (5.6) Parks & Recreation (7.6) Landfill (8.6) Wastewater (13.3) Water Distribution (21.2) Public Works (25.7)
<b>Departments with <i>No Lost Time Injuries</i> in 2004 (Severity Rate = 0)</b> (3 additional departments since last year)	<b>Departments With Lost Time Injuries in 2004 and Their Severity Rates</b> (City average was 90.1)
Building & Engineering City Hall DART Library Senior Housing Water Distribution Water Plant	Fire Department (16) Landfill (34) Police (84) Parks and Recreation (120) Wastewater (303) Public Works (393)

**Employee “Wellness Works” Program**

As part of the safety/health continuum, employee wellness is a high priority, especially as health care costs and insurance premiums skyrocket. Most of the City’s wellness activities are planned by EHSAC’s “Wellness Works” committee made up of representatives from a cross-section of the City.

Highlights of the wellness program this year are as follows:

- Surveyed the entire City workforce to determine wellness needs and interests, as well as preferred delivery methods. 76% of employees responded, with weight control, physical fitness and eating habits being the top interest areas. Health screenings, self help programs and information are the types of wellness opportunities employees prefer. 45% of employees are considering or planning to make health behavior changes and 32% are actively making changes.

- Conducted our first “Wellness Fair” for employees. This 2-day event had 165 registered attendees or about 36% of employees. Thirteen commercial and non-profit wellness organizations from the community provided information, resources and a variety of screening services.
- Conducted a team weight loss program called “Weight Winners” in which 13 teams (70 employees) from a variety of departments competed to see who could collectively lose the greatest % of weight and body fat.
- A 3-week series called “Taking Care of Yourself” was conducted for City workers by a professional counselor from Howard Swift Counseling.
- Six monthly “Brown bag Lunch” programs were conducted for employees who wish to improve their knowledge about fitness. Professional fitness experts led the sessions.

### **Future Plans**

- Conduct a detailed data analysis of injuries to better identify and understand the root cause of incidents and to better target interventions
- Develop creative ways to recognize positive safety behaviors and get employees actively engaged in safety interventions.
- Shift to a medical model for wellness activities to include more health screenings, education and referral. Focus wellness programs on weight control, fitness and eating habits.
- Conduct a third and last “Safety Culture Survey.”