

DEPARTMENT OF HUMAN RESOURCES

ANNUAL REPORT

2005 – 2006



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 provided by Family and Children's Service of Midland.

Employment

During the fiscal year 2005-06, authorized full time positions remained at the 2004-05 level of 377. Authorized part time positions were 114 in 2005-06 compared to 111 in 2004-05. Temporary employees numbered 190. There were 9 employee retirements, 12 employee resignations, 1 employee death, and 2 employees discharged from regular service during fiscal year 2005-06.

We received and processed a total of 1,710 employment applications in the department during the past year. The department received requisitions to fill 56 regular vacancies and promotions.

New Employee Orientation

The City had 32 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 following new positions were entered into the City's job classification plan:

Midland Municipal Employees Association

Downtown Events Coordinator – DDA

Geographic Information Systems Technician – Information Services

Software Specialist/Web Developer – Information Services

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 8.25% for 2005-06 fiscal year.

Flexible Spending Account

The department coordinates this highly popular program. A total of 340 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 2005 calendar plan year totaled over \$739,078.

Employee Assistance Program

City employees, retirees and their family members were provided with a variety of counseling services and information during fiscal year 2005-06 through the City's EAP provider, Family and Children's Service of Midland. The 2005-06 fiscal year marked the first year FCSM provided EAP services for the City after being awarded the service bid July 1, 2005.

A total of 39 eligible individuals scheduled sessions with the EAP this fiscal year. There were 140 sessions booked with FCSM; however, 11 were no shows or late cancellations, for a total of 129 sessions provided. Of the participants, 64% were employees and 36% were eligible dependents.

Problems presented to the provider ranged from Marital/Family, Emotional/Individual, and Child/Teen issues, to Substance Abuse. In addition, Family and Children's Service of Midland conducted over 20 Employee/Supervisory orientation meetings in a number of City facilities to acquaint City staff with their organization and services. Family and Children's Service of Midland maintained an information table at the City of Midland Health and Wellness Fair and distributes monthly EAP Employee and Supervisory Newsletters covering a variety of pertinent topics.

Labor Relations Report

The City has six formally organized labor groups, consisting of: The United Steelworkers (USW), 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 City Bargaining Team was successful in negotiating successor labor contracts with all union groups which had contracts expiring June 30, 2005; as follows:

Midland Police Command – 5 year contract, expiring June 30, 2010

United Steel Workers, Local 14009 – 4 year contract, expiring June 30, 2009

Midland Municipal Supervisory Employee Association –
6 year contract, expiring June 30, 2011

Midland Municipal Employee Association –
4 year contract, expiring June 30, 2009

In addition, the City Bargaining Team negotiated a labor contract during fiscal year 2005-06 with the Midland Professional Fire Fighters which was due to expire June 30, 2006. The new contract duration is 5 years and will expire June 30, 2011.

As reported last year in the annual report, negotiations with the Midland Police Officer's Association (MPOA) resulted in a successor agreement which is due to expire June 30, 2009.

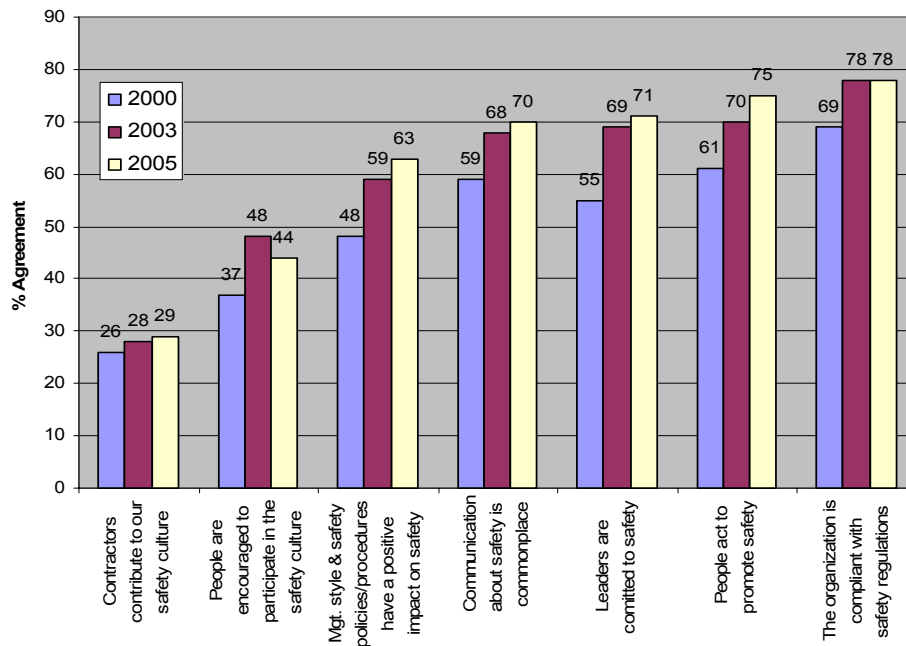
EMPLOYEE SAFETY AND HEALTH

The City safety and health program continues to strive for zero injuries and optimum health and wellness for City employees, both on and off the job. The Employee Health and Safety Committee (EHSAC), with representation from each of 13 departments, develops City-wide safety policy and program initiatives that promote occupational safety and health. The Safety and Health Manager staffs this committee and oversees safety and occupational health programs for City workers.

Occupational Safety and Health Highlights

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

- The City-wide safety committee, EHSAC or “Employee Health and Safety Action Committee” has changed membership to include representation from each of the 13 department safety committees. In the past, the committee was made up of six management representatives appointed by the City Manager, plus representatives from the City’s six bargaining groups. The purpose of this change was to improve communications and involvement of department safety committees with regards to decisions and programs that affect them the most.
- A third and final survey was administered to measure employees’ perceptions about the City’s safety culture. The survey was administered in years 2000 (before the behavioral safety program SOS was implemented), 2003 (during SOS implementation), and 2005 (after SOS was terminated) to employees from 20 City work teams with response rates of greater than 90%. When the results were compared, it showed an average of a 10% improvement in scores for all “success factors” except contractor safety, from years 2000 to 2003. After the SOS program was terminated, only a slight improvement in the safety culture was shown, indicating the positive impact of the behavioral safety program on the City safety culture.



- Conducted an “Opportunity Search” consisting of three facilitated half-day sessions in which EHSAC and department safety committee representatives brainstormed safety and wellness opportunities in an effort to improve outcomes of the safety program.
- Continued a campaign to improve work zone safety. Training for all affected employees and supervisors took place in the spring before construction season began; public service announcements were developed by MCTV featuring employees from Water Distribution, the snow plow crew, and the Forestry crew in their work zone situations; and a City-wide work zone safety plan is in the final stages of development.
- A mock MIOSHA inspection was conducted using a consultant from the Great Lakes Safety Training Center. All City departments were inspected and were given a comprehensive report. All recommendations received a response from each department.
- A MIOSHA inspection of a Water Distribution excavation site resulted in a citation which went to the 2nd appeal level before it was settled. The citation was listed as “serious” and alleged that the excavation was unsafe and not dug in accordance with MIOSHA standards. The settlement lowered the citation to “other than serious.”
- 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 61 employees from 13 departments have been recognized for their extraordinary acts of safety. A total of 17 were “caught” in the past year. The program is in its 7th year of implementation.
- Conducted a City-wide peer safety audit in which 13 departments did safety audits on each other.
- Presented the twelfth annual “City Manager’s Safety Quality Award” (for year 2005). Parks and Recreation was presented with the “Outstanding Achievement Award”, the highest level award in the program. These department safety committees achieved the “Excellence/Reviewers’ Merit Award”: Dial-A-Ride, Public Works, and Building & Engineering. The “Excellence Award” went to City Hall, Police Department, Library, Senior Housing, Water Plant, Wastewater Plant, and Water Distribution. The Fire Department and Landfill achieved the Effort Award. The review process for the award was also revamped for award year 2006 to include a site visit format instead of a paperwork submission format.
- Awarded 2006 “Safety Innovation Awards” to employees who have come up with creative solutions for safety problems. The awards went to 1.) Ed Klopf and Greg Spaulding from the Wastewater Plant for a confined space training area; 2.) John Haag and Michael Hulbert from the Fire Department for their development of a fitness program for firefighters and for securing a FEMA grant for exercise equipment for each station; and 3.) Steve Liphard from DPW for his development of a tool that allows Parks employees to safely carry cement blocks used for decorative displays downtown.

- Awarded the ninth annual “City Manager’s Safety Leadership Award” to Ron Harper, supervisor in DPW. This award honors Ted Wejrowski, a City employee who was fatally electrocuted in 1991.
- Conducted industrial hygiene audits, including noise surveys where appropriate, of all City departments. All recommendations have been addressed by departments. Also conducted respiratory protection fit testing for the Police Department, Fire Department, Parks and Recreation, and Water Plant, and audiograms for over 100 employees on the hearing conservation program.
- Master City compliance plans for respiratory protection, hazard communication, and lockout/tagout were reviewed and updated.
- Conducted City-wide training on a variety of topics: electrical safety for the non-electrician, fork lift licensing, work zone safety for employees and supervisors, and severe winter weather with Mark Torregrossa (NBC25 weatherman). Also conducted CPR training for the Wastewater Plant, and an all day confined space rescue training program for the three Fire Department shifts.
- Planned and conducted a seventh annual “Safety School” program, a traveling program that allows department employees to achieve their annual awareness safety training requirements. Thirteen safety schools were delivered, each 2.5 hours long and attended by over 200 employees in seven departments.
- Gave a presentation on work zone safety at the American Public Works Association local chapter fall conference. Also gave a presentation on “Safety: Got Culture?” at the spring conference for the Alliance for Community Media - Central States Region.

Safety Program Outcomes

Profile of 2005 Workers Compensation Claims

The number and cost of claims for year 2005 showed a decrease from the previous year. Total incurred cost of claims ranged from \$92 to \$54,700.

	# claims	Average cost/claim
2003	60	\$2550
2004	90	\$2665
2005	67	\$2160

Claims costing over \$1000 made up 90% of the total incurred cost of claims, yet made up only 11% of the total number of claims. These numbers were similar in 2004, but the total cost of claims >\$1000 went down significantly (42%).

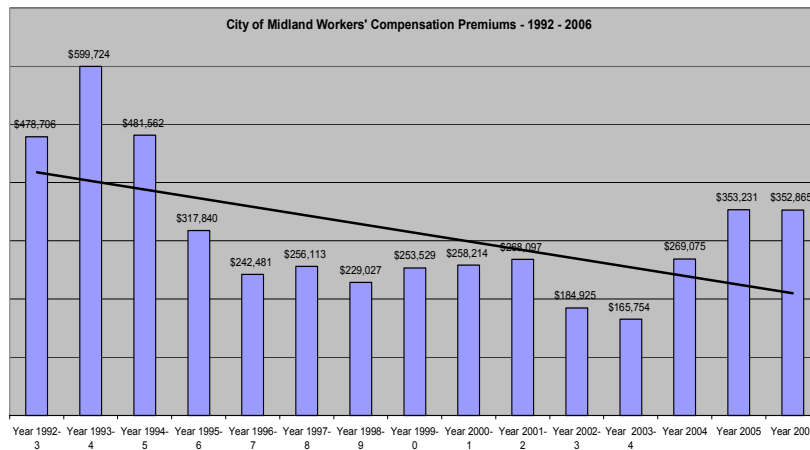
	# claims >\$1000	Total cost of claims >\$1000	% of total cost of claims
2004	18 (20%)	\$225,000	94%
2005	11 (16%)	\$130,000	90%

Injuries from slips, trips and falls (STF) made up a significant portion of claims (30%) in 2005, a slight decrease from 2004. The % of total cost of STF claims was about the same in 2004 and 2005, but the total cost for all STF claims showed a 41% decrease from 2004.

	% of STF claims >\$1000	Total cost of STF claims	STF % of total cost
2004	33%	\$165,000	69%
2005	30%	\$98,000	68%

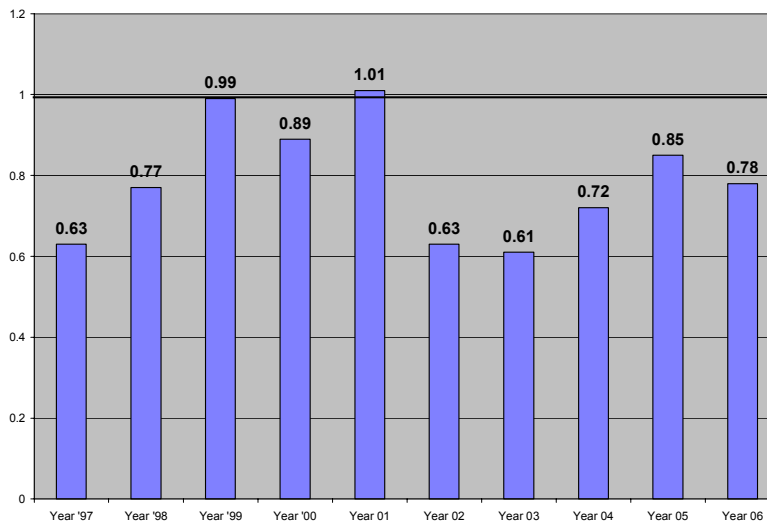
Workers Compensation Premiums

In 2006, the City experienced a slight decrease in the Workers Compensation premium from the previous year. This premium had been increasing the past three years due to increasing health care costs, market forces, and a recent claim settlement.



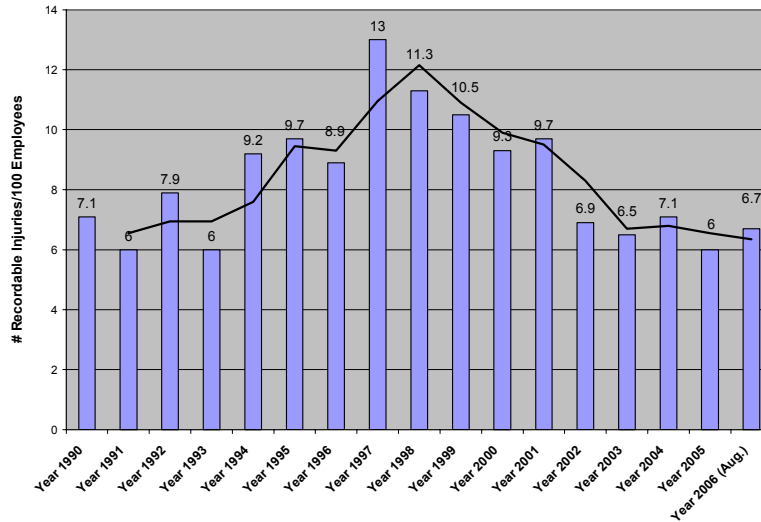
Experience Modification Rate

The City's Experience Modification Rate (EMR) indicates that our claims experience for the past three years is good, despite the fact that the premium paid out has been increasing recently. The EMR has stayed well below 1.0 for five years.

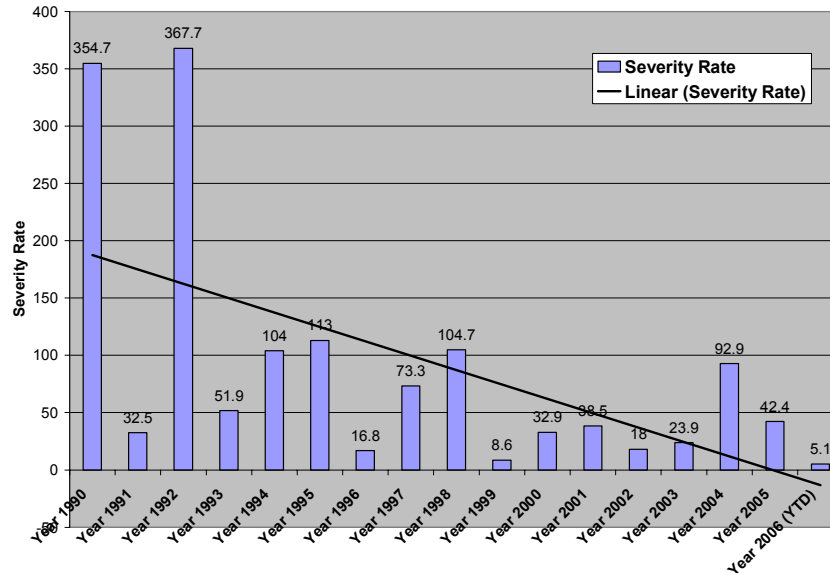


2005 Incident, Severity and Lost Work Case Rates

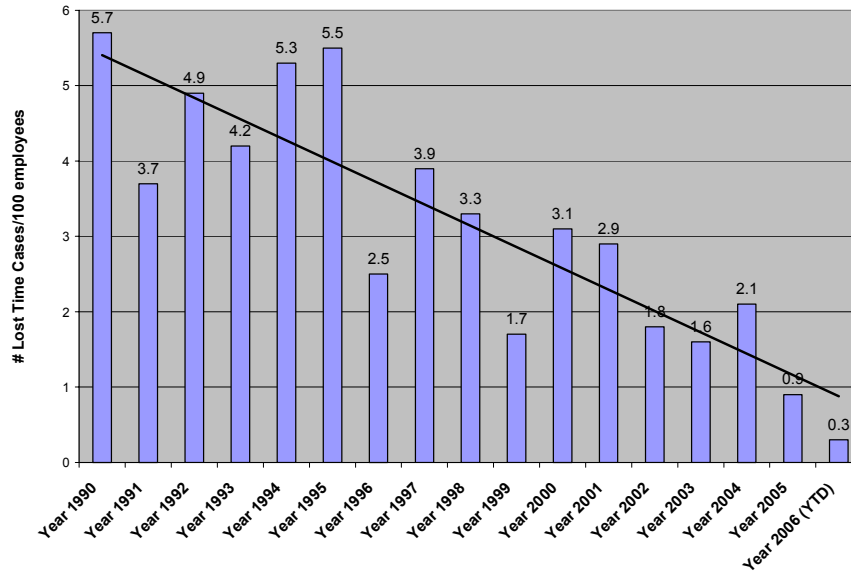
The **incident rate** (# OSHA recordable injuries/100 FTEs/year) for 2005 decreased slightly from the previous three years and was at its lowest level in 12 years.



The **severity rate** (# lost time days/100 FTEs/year) decreased significantly from 2003 and 2004, and again in 2005. The YTD severity rate for 2006 is showing more improvement.



The **lost time case incident rate** (# lost time work cases/100 FTEs/year) of 1.1 for 2005 was a decrease from the previous year's rate of 2.1. Overall, the average number of lost work cases has been cut by 91% since 1990.



Department Safety Performance

Departments with No Recordable Injuries in 2005 (Incident rate = 0)	Departments with Recordable Injuries in 2005 and their Incident Rates (City average was 6.0)
Building & Engineering City Hall Landfill Water Plant	Fire Department (1.7) Police (1.9) Library (4.4) Senior Housing (5.3) Parks & Recreation (6.3) Water Distribution (10.6) Public Works (12.2) Wastewater (18.2) Dial-A-Ride (21)
Departments with No Lost Time Injuries in 2005 (Severity Rate = 0)	Departments With Lost Time Injuries in 2005 and Their Severity Rates (City average was 42.4)
Building & Engineering City Hall Fire Landfill Library Police Senior Housing Wastewater Water Distribution Water Plant	Public Works (54) Dial-A-Ride (96) Parks and Recreation (214)

Employee “Wellness Works” Program

As part of the safety/health continuum, employee wellness is a 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 City departments.

Highlights of the wellness program this year are as follows:

- Conducted our first “Wellness Fair” for employees (fall, 2005). This two-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 10 teams (66 employees) from a variety of departments competed to see who could collectively lose the greatest % of weight and body fat. This is the first year that the program included a maintenance component.
- Developed and implemented a summer walking campaign which consisted of a pedometer walking program (89 participated); and a “City-Cache” program in which participants hunted for “treasures” using GPS coordinates. In conjunction with the City-cache program, a class on how to use a GPS receiver was conducted with the help of GIS Coordinator Tony Foisy.