

City of Gig Harbor Human Resources

*Work Study Session - Impacts of Growth
December 14, 2015*



Human Resource Office Staff



The Human Resource Office
is comprised of one staff member:

Mary Ann McCool
Human Resource Analyst
(1.0 FTE)

History...

The HR Analyst position was introduced in 2013.

Prior to 2013...

The duties were divided among four staff members:

- Finance Director
- Payroll/Benefits Administrator
- City Clerk
- City Administrator

So, what does HR do?

- Recruitment
- Labor Relations
 - Contract Negotiations
- Employee Relations
- Coaching/Consultation
- Benefits Administration
- Employee Life Cycle
 - Onboarding
 - End of employment
 - Exit interview
- Employment Law
 - Affordable Care Act
- Training and Development
- Personnel Policies
- Disciplinary & Grievance Processes
- Worker's Compensation

Other “hats” HR wears...

- Drug & Alcohol Program Manager
- Title VI Program Manager
- Civil Service Chief Examiner/Secretary
- Commute Trip Reduction Coordinator
- Wellness Coordinator
- Finance & Safety Committee
- Employee Safety Committee
 - Hearing Conservation Program
 - Respirator Program



Mission of the HR Office...

The Human Resource Office is dedicated to serving the citizens of the City of Gig Harbor by developing, implementing and supporting programs and policies that add value to the City and its employees.

To achieve this, I focus on delivering high quality customer service, fostering open and honest communications, and ensuring equality and consistency in all my interactions with the public, staff and stakeholders.

My philosophy...

Employees are our greatest asset.



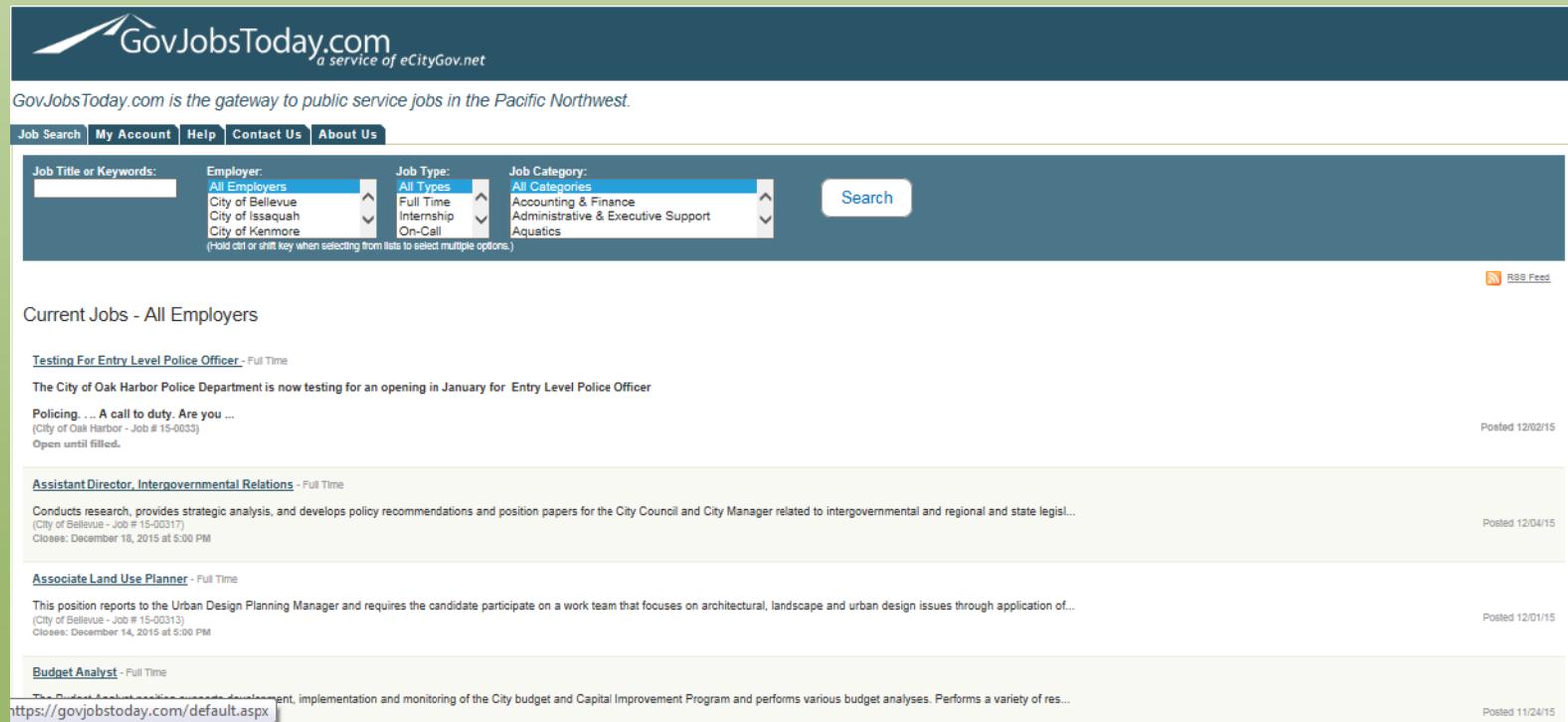
Direct Impacts of Growth

- We currently have 96 employees, soon to be 98.
- When we have 100 employees, I will be required to collect applicant flow information regarding the Americans with Disabilities Act protected class status, such as race and gender, and provide annual reports to the EEOC.



Good news....

- The GovJobsToday online application web-based program we will transition to already has applicant flow information collection and EEOC reporting capabilities.



The screenshot displays the GovJobsToday.com website interface. At the top, the logo reads "GovJobsToday.com a service of eCityGov.net". Below the logo is the tagline "GovJobsToday.com is the gateway to public service jobs in the Pacific Northwest." A navigation bar contains links for "Job Search", "My Account", "Help", "Contact Us", and "About Us". The search interface includes a text input for "Job Title or Keywords:", a dropdown for "Employer" (listing All Employers, City of Bellevue, City of Issaquah, and City of Kenmore), a dropdown for "Job Type" (listing All Types, Full Time, Internship, and On-Call), and a dropdown for "Job Category" (listing All Categories, Accounting & Finance, Administrative & Executive Support, and Aquatics). A "Search" button is positioned to the right of these dropdowns. Below the search bar, there is an "RSS Feed" icon. The main content area is titled "Current Jobs - All Employers" and lists several job openings:

- Testing For Entry Level Police Officer** - Full Time
The City of Oak Harbor Police Department is now testing for an opening in January for Entry Level Police Officer
Policing... A call to duty. Are you ...
(City of Oak Harbor - Job # 15-0033)
Open until filled. Posted 12/02/15
- Assistant Director, Intergovernmental Relations** - Full Time
Conducts research, provides strategic analysis, and develops policy recommendations and position papers for the City Council and City Manager related to intergovernmental and regional and state legis...
(City of Bellevue - Job # 15-00317)
Closes: December 18, 2015 at 5:00 PM Posted 12/04/15
- Associate Land Use Planner** - Full Time
This position reports to the Urban Design Planning Manager and requires the candidate participate on a work team that focuses on architectural, landscape and urban design issues through application of...
(City of Bellevue - Job # 15-00313)
Closes: December 14, 2015 at 5:00 PM Posted 12/01/15
- Budget Analyst** - Full Time
The Budget Analyst is responsible for the development, implementation and monitoring of the City budget and Capital Improvement Program and performs various budget analyses. Performs a variety of res...
Posted 11/24/15

The URL <https://govjobstoday.com/default.aspx> is visible at the bottom left of the page.

Good news....

- The program itself will save many hours of time for me when conducting recruitments.

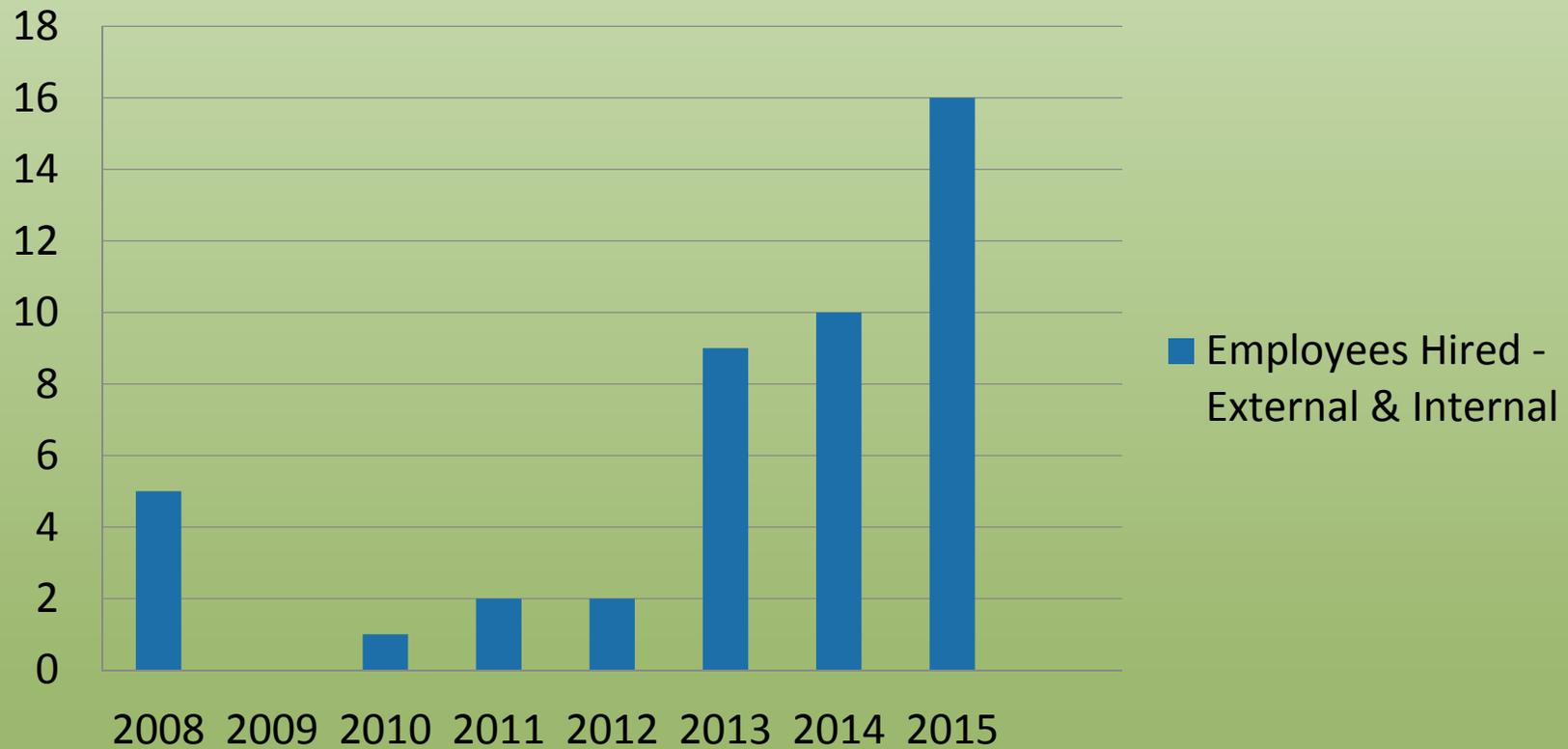
The screenshot displays the GovJobsToday.com website, which is a service of eCityGov.net. The header includes the logo and the tagline "GovJobsToday.com is the gateway to public service jobs in the Pacific Northwest." Below the header is a navigation menu with links for "Job Search", "My Account", "Help", "Contact Us", and "About Us". The main search area features a search bar and several dropdown menus for filtering by "Employer", "Job Type", and "Job Category". A "Search" button is located to the right of these filters. Below the search area, there is a section titled "Current Jobs - All Employers" with an RSS feed icon. The job listings include:

- Testing For Entry Level Police Officer** - Full Time
The City of Oak Harbor Police Department is now testing for an opening in January for Entry Level Police Officer
Policing... A call to duty. Are you ...
(City of Oak Harbor - Job # 15-0033)
Open until filled. Posted 12/02/15
- Assistant Director, Intergovernmental Relations** - Full Time
Conducts research, provides strategic analysis, and develops policy recommendations and position papers for the City Council and City Manager related to intergovernmental and regional and state legis...
(City of Bellevue - Job # 15-00317)
Closes: December 18, 2015 at 5:00 PM Posted 12/04/15
- Associate Land Use Planner** - Full Time
This position reports to the Urban Design Planning Manager and requires the candidate participate on a work team that focuses on architectural, landscape and urban design issues through application of...
(City of Bellevue - Job # 15-00313)
Closes: December 14, 2015 at 5:00 PM Posted 12/01/15
- Budget Analyst** - Full Time
The Budget Analyst is responsible for the development, implementation and monitoring of the City budget and Capital Improvement Program and performs various budget analyses. Performs a variety of res...
Posted 11/24/15

The URL <https://govjobstoday.com/default.aspx> is visible at the bottom left of the page.

Recruitment by the numbers...

Employees Hired - External & Internal



Employee turnover...



Direct Impacts of Growth

- As the community grows, we will need to add more employees to maintain our level and quality of customer service.
- As more employees are added, there is a trickle down effect, resulting in larger workloads for the departments that primarily serve internal customers (employees) – Payroll, Information Services, Human Resources.

Average HR-to-Employee Ratio

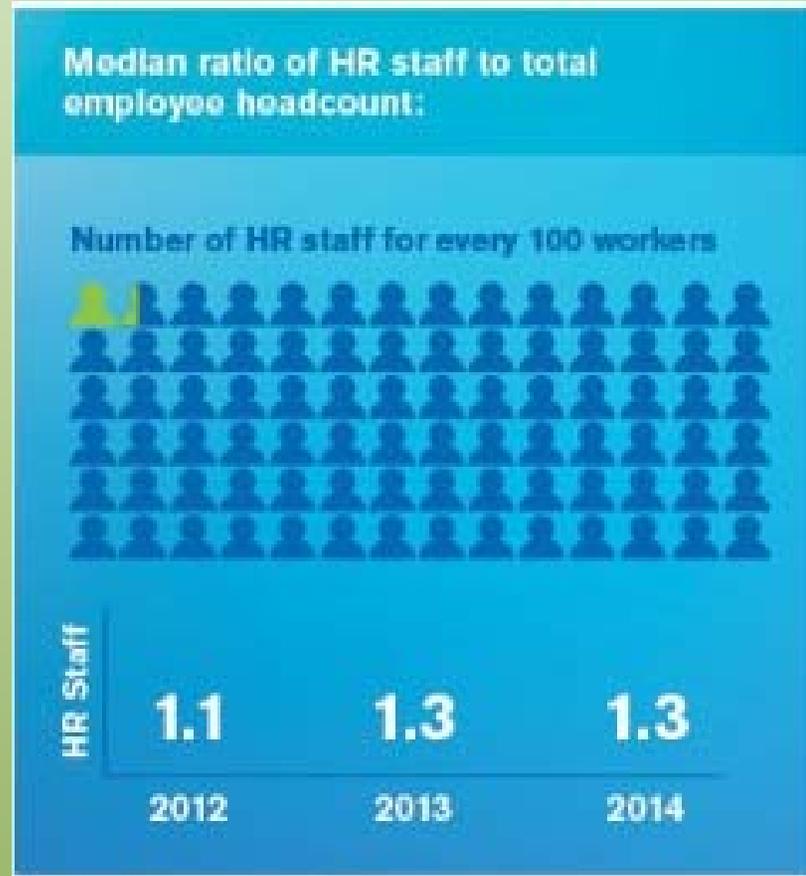
Table 1 | HR-to-Employee Ratios (by Organizational Size)

Organizational Size	n	25th Percentile	Median	75th Percentile
Total	782	0.88	1.33	2.43
Fewer than 100	267	1.67	3.03	6.67
100 to 249	203	0.91	1.36	1.82
250 to 499	115	0.7	1.01	1.33
500 to 999	78	0.71	0.98	1.31
1,000 to 2,499	57	0.6	0.87	1.11
2,500 to 7,499	43	0.53	0.87	1.14
7,500 or more	19	0.29	0.4	0.61

Source: SHRM Human Capital Benchmarking Study: 2009 Executive Summary

Source: Society of Human Resource Management (SHRM) Human Capital Benchmarking Study: 2009 Executive Summary

Average HR-to-Employee Ratio



Source: Bloomberg Bureau of National Affairs HR Department Benchmarks and Analysis 2014-2015

HR-to-Employee Ratio at neighboring cities

- City of Port Orchard: 1 HR staff to 81 employees = 1.2
 - *This HR position has administrative assistance.*
- City of Bremerton: 3 HR staff to 327 employees = .92
- City of Gig Harbor: 1 HR staff to 96 employees = 1.0

Future...

- Community will grow per population projections.
- We are currently at or below recommended staffing levels.
- Recommended staffing levels are reasonable.

Options...

- GovJobsToday – online soon
- Share a part-time administrative employee with another Finance position, such as Payroll.

Questions?