

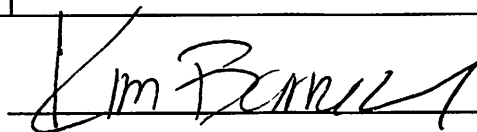
## Mayor's Office: Council Agenda Item Request Form

*This form and supporting documents (if applicable) are due the Wednesday before the COW meeting by noon.*

<b>Date Received</b> (office use)	
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<b>Date of Request</b>	3.13.18
<b>Requesting Staff Member</b>	Michael Ongkiko
<b>Requested Council Date</b>	3.20.18
<b>Topic/Discussion Title</b>	-HR Quarterly Update (2017 Year End) includes EE Benefits, Job Slotting, HR Metrics - LTD Benefit Protection-Approval
<b>Description</b>	-HR Quarterly Update (2017 Year End)-Information/Discussion only. Includes includes EE Benefits, Job Slotting, HR Metrics  -LTD Benefit Protection-Information, Discussion & Approval
<b>Requested Action<sup>1</sup></b>	-LTD Benefit Protection-Information, Discussion, Direction & Approval
<b>Presenter(s)</b>	Michael Ongkiko
<b>Time Needed<sup>2</sup></b>	60 mins
<b>Time Sensitive<sup>3</sup></b>	
<b>Specific Time(s)<sup>4</sup></b>	
<b>Contact Name &amp; Phone</b>	Michael Ongkiko x80575
<b>Please attach the supporting documentation you plan to provide for the packets to this form. While not ideal, if supporting documents are not yet ready, you can still submit them by 10 am the Friday morning prior to the COW agenda. Items without documentation may be taken off for consideration at that COW meeting.</b>	Will send Powerpoint Presentation by noon, Monday March 19th

Mayor or Designee approval:

\_\_\_\_\_

<sup>1</sup> What you will ask the Council to do (e.g., discussion only, appropriate money, adopt policy/ordinance) – in specific terms.

<sup>2</sup> Assumed to be 10 minutes unless otherwise specified.

<sup>3</sup> Urgency that the topic to scheduled on the requested date.

<sup>4</sup> If important to schedule at a specific time, list a few preferred times.

## LTD (Long Term Disability) Benefit Protection Summary

### Summary

Seeking approval to opt into the URS (Utah Retirement System) Tier II benefit protection program that would provide service credit to employees who are approved on Long Term Disability insurance (LTD) while a county employee

### Current State

#### Tier I Employees

- The Tier I pension contribution (18+ %) includes providing LTD (Long Term Disability) service credit for LTD participants. When a Tier I employee is approved for LTD, County stops paying the pension contribution and it's paid by URS.

#### Tier II Employees

- The Tier II contribution (16.69%) does **not** include the LTD (Long Term Disability) service credit to employees who are approved for LTD. When a Tier II employee is approved for county LTD, the county stops paying the pension contribution but receives a quarterly bill for the cost of providing benefit protection service credit. This was modified to reduce costs for employers when URS implemented the Tier II retirement plan in 2011.

Example: Public Employee making \$50k: County pays \$8,345/yr. in Tier II contributions

Example: Public Safety Employee making \$50k: County pays \$11,915/yr. in Tier II contributions

### Public Entity Current Participation in the LTD Benefit Protection

Out of the URS 480 total entities:

- 93 entities have opted in the LTD benefit protection
- 387 are not participating or have "not responded" in the LTD benefit protection

### Potential Costs of "Opting in" the URS Tier II LTD Benefit Protection-Examples by EE/Salary

Salary Ranges			35,000	50,000	65,000	80,000	95,000
Tier 2 Retirement Systems			Annual Tier 2 Cost Per Employee for LTD Benefit Protection Coverage				
Total URS Rate							
Public	NC Tier 2 Hybrid / 401K	16.69%	5,842	8,345	10,849	13,352	15,856
Safety	NC Tier 2 Hybrid / 401K	23.83%	8,341	11,915	15,490	19,064	22,639

**Other Information**

- County can opt out of the LTD benefit protection at any time with a 90 day notice.
- If the County “opted in” the URS Tier II LTD Benefit Protection, Mayor’s Finance would bill the URS charges to the departments the following year through the ESR Charge.
- Currently there is one Tier II employee on LTD insurance at a cost of \$7,610/yr.

# HR QUARTERLY REPORT

MARCH 20, 2018

# Agenda

## I. HR Metrics

- Average Time to Fill
- Tuition Reimbursement
- Job Slotting Appeal Summary
- Exit Interview Statistics
- Employee Relations EEO/ADA, Training and Metrics
- PM Rating Summary
- 2017 Year End Employee Bonuses
- 2017 Year End Turnover

# Agenda

## II. Employee Benefits/Open Enrollment

II. EAP (Employee Assistance Program)

III. Rx Rebates

IV. Open Enrollment and HDHP

V. ACA Update

VI. LTD Benefit Protection-Tier II Employees  
(Discussion/Approval)

# Average Time to Fill County Positions

## Time to Fill By Year

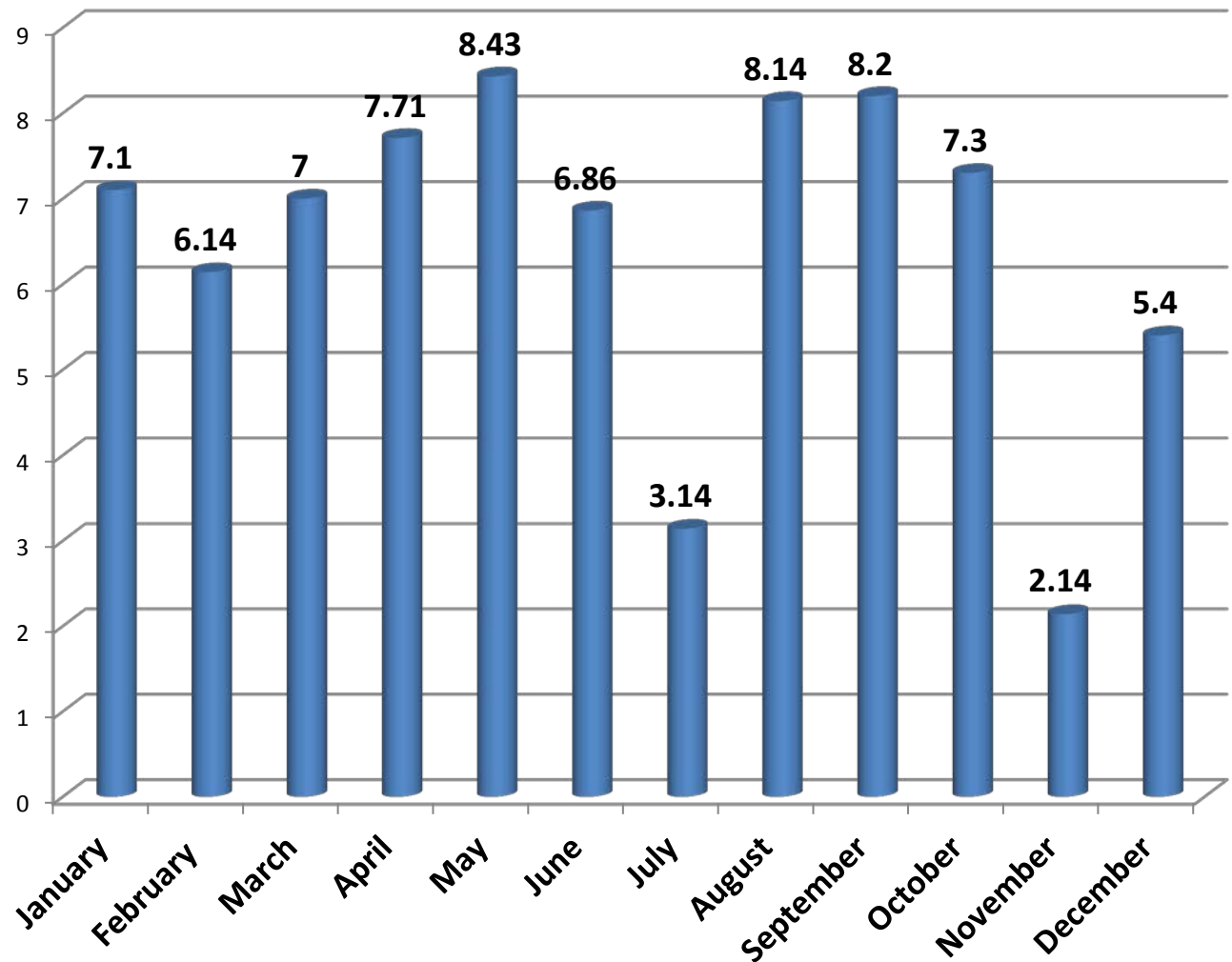
2014= 4.6 Weeks

2015= 4.9 Weeks

2016= 6.3 Weeks

2017 =6.4 Weeks

2018 Goal= 6 Weeks



# CCR Standards

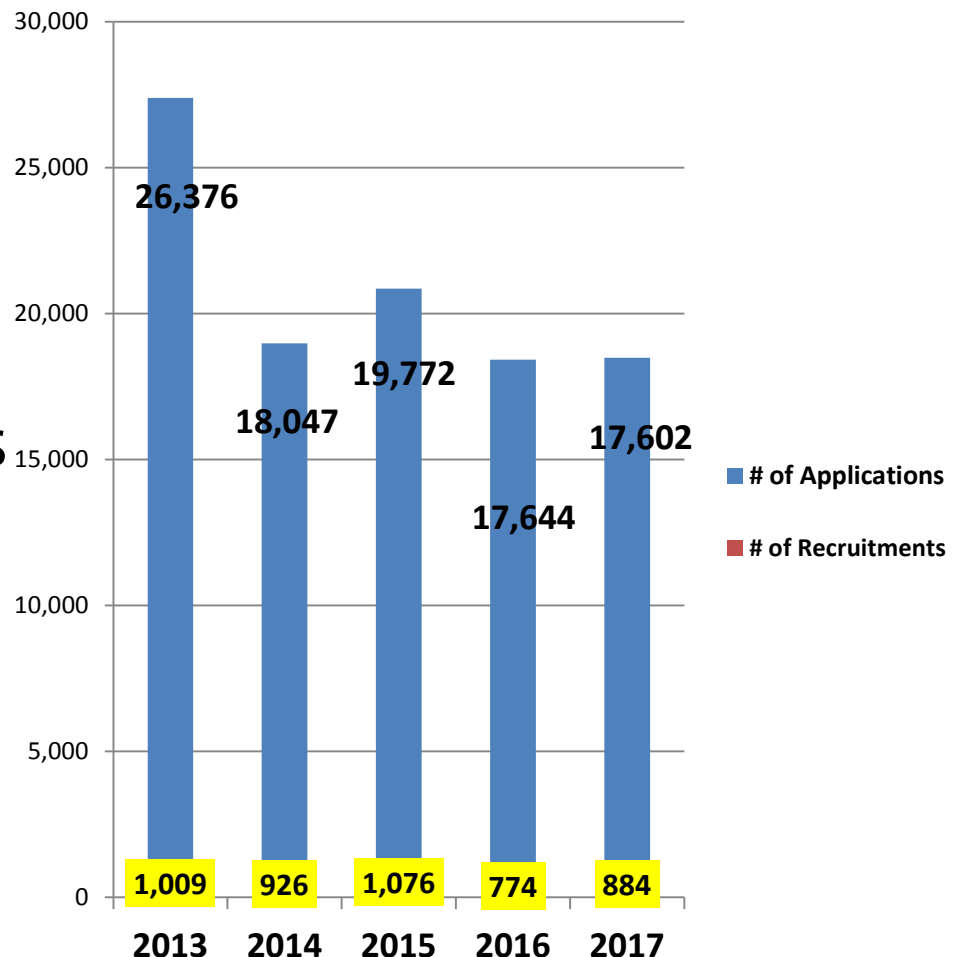
## Standards for Classification, Compensation & Recruitment Team

Business Activity	Type of Agency Request	Expected Time to Completion	2017 Data
Reclassification	Vacant to Existing Classifications	1 week from receipt of all paperwork from the agency	712 Total of Combined
	Vacant to New Classifications	1 month from the submittal of the request	
	% FTE Change	2 weeks	
	Incumbent Reclassifications	2 months from receipt of all paperwork from the agency	
Recruitment	List of Candidates from Requisition	Referral of candidates 2 weeks after the closing date or 10 days (Business Days)	161
	Salary Recommendations	24-48 hours to completion (Business Days)	



# Impact of a Competitive Job Market

- Open recruitments increased from last year
- Number of applications almost same from 2016. Averaged almost 20 applications per position in 2017



# Top 5 Most Attractive Attributes in a Potential Employer

(Universum Talent Survey 12/2017)

1 Inspiring Purpose

2 Creative & dynamic work environment

3 Respect for its people

4 Secure employment

5 Leaders who will support my development

# Employment

[Working for SLCo -](#)[Human Resources](#)[SLCo Departments](#)[SLCo / Jobs](#)

## Search for Salt Lake County Jobs

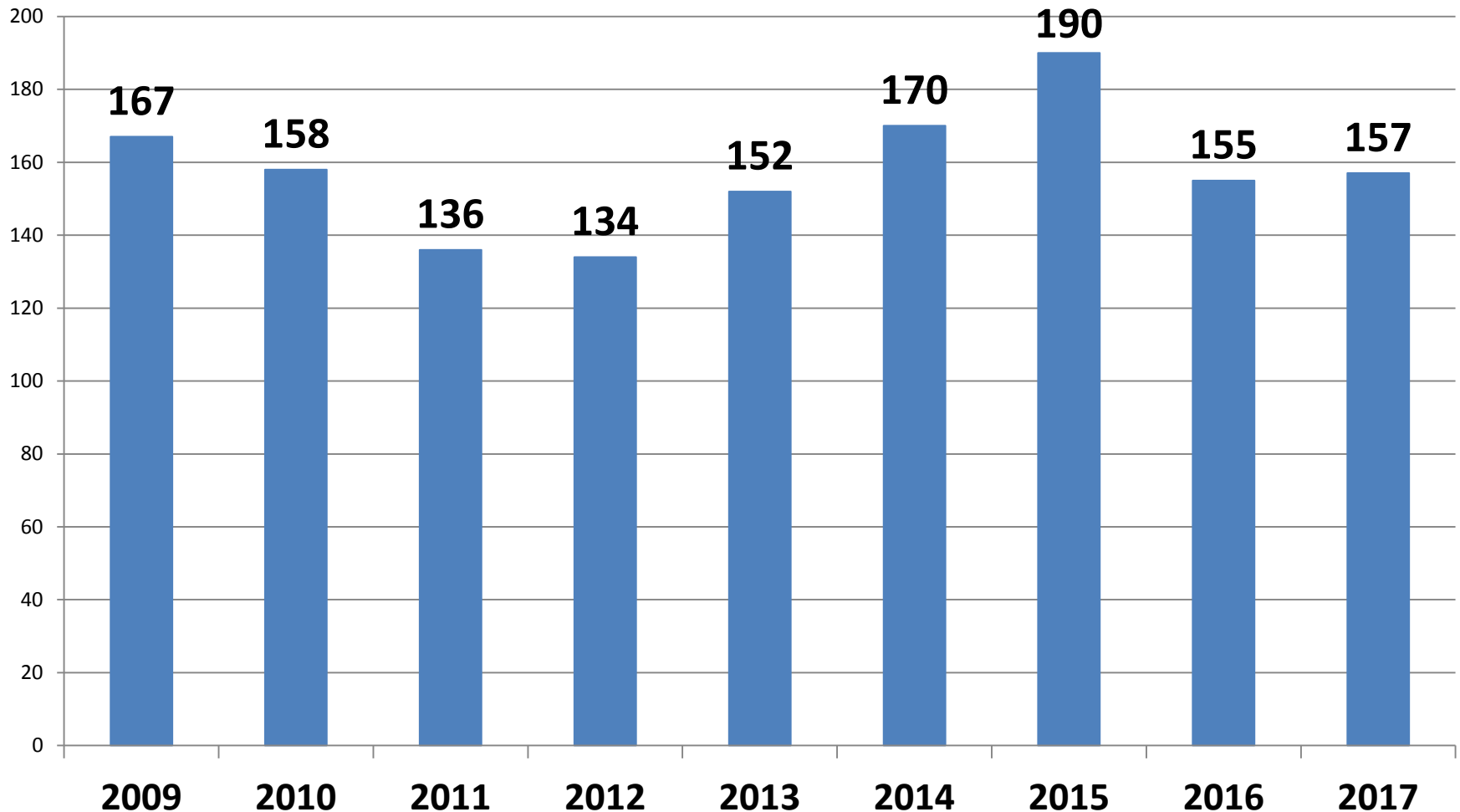
[Search](#)[View All Jobs](#) [Jobs for Merit Employees](#)

Careers with a purpose in the community you love

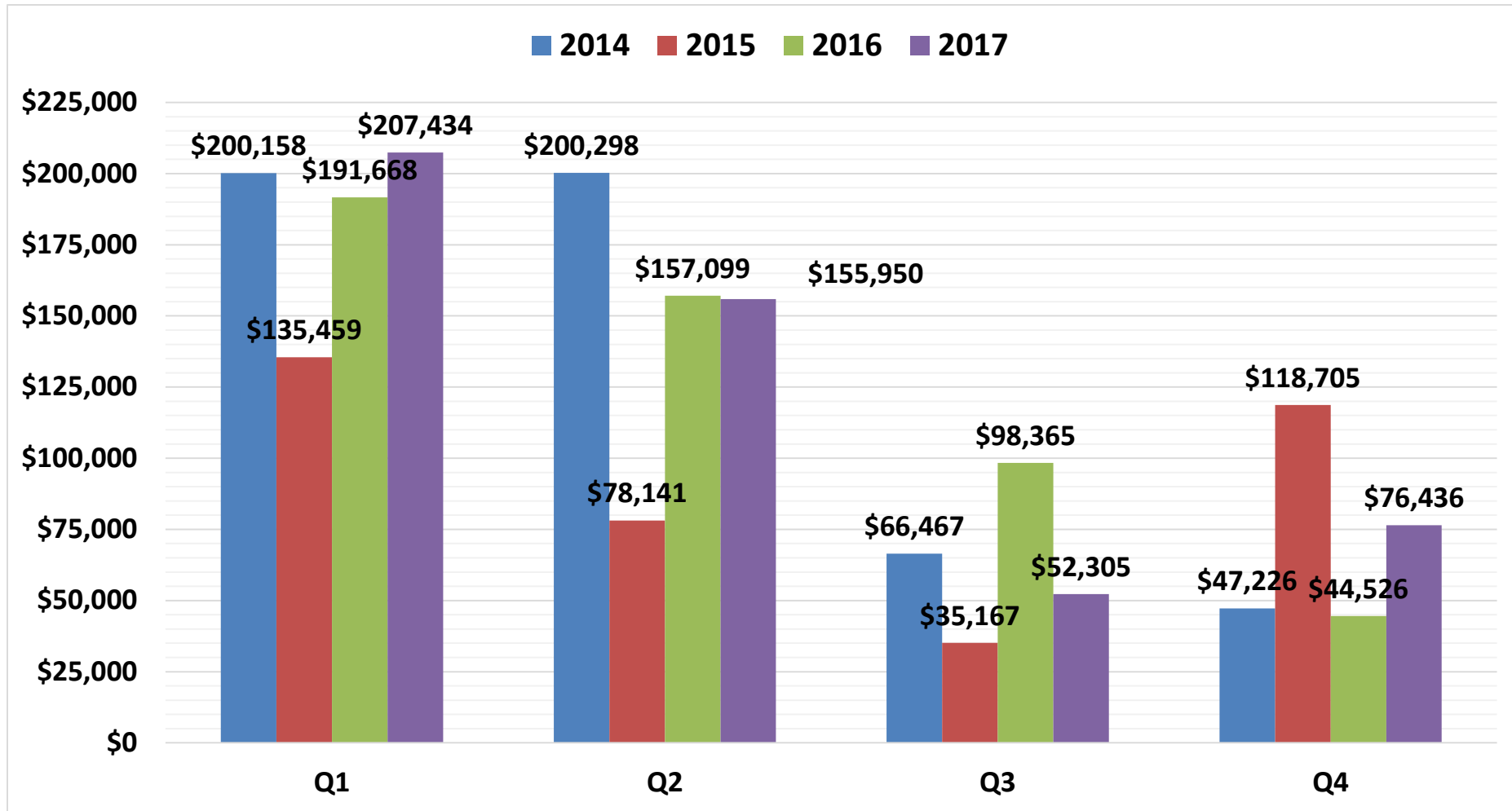


# 2017 Tuition Reimbursement

# Tuition Reimbursement-Number of Employees in Program



# Tuition Reimbursement By Quarter/Year



# Tuition Reimbursement-2017 Year End Summary

Demographics	2010	2011	2012	2013	2014	2015	2016	2017
# Employees Receiving Reimbursement	158	136	134	152	170	190	155	157
# Employees Seeking Degrees (of any kind)	●	●	●	148	159	183	141	139
# Employees Seeking Certifications	●	●	●	1	6	2	6	10
# Employees Taking Courses	●	●	●	3	5	5	8	8
# Full-Time Employees Receiving Reimbursement	●	●	129	135	155	165	136	144
# .75 FTEs Receiving Reimbursement	●	●	5	5	5	7	14	8
# Part-Time Employees Receiving Reimbursement	●	●	N/A	12	10	11	5	5
Total Paid in Tuition Reimbursement	\$295,960	\$281,322	\$367,472	\$463,452	\$514,149	\$444,225	\$491,929	\$492,127



# Job Slotting Appeal Summary



# Job Slotting Appeal Results

223 Employees Appealed

140 Total Cases

83 Hearings held

# Job Slotting Appeals

## Financial Impact



Estimated cost for appeal process: \$116,000

Estimated time spent: 2,365 total hours

Salary adjustment cost: \$11,347 to bring 3 employees' pay to the minimum

# Job Slotting Appeal Case Results

57 Resolved before hearing

17 Upheld after hearing by  
HR Director

66 Maintained same grade or  
structure after hearing



# Employee Relations Year End Metrics

# Workplace Violence & Active Shooter

- Curriculum developed in conjunction with the **Salt Lake County Sheriff's Protective Services Division**
- 23 Sessions held / 3,084 employees in 2017
  - 2 additional sessions in 2018
- 477 employees to complete by March 26<sup>th</sup>
  - 3 classes remaining in 2018
- *Required for all benefit eligible employees*



# Web-Based Sexual Harassment Prevention Training

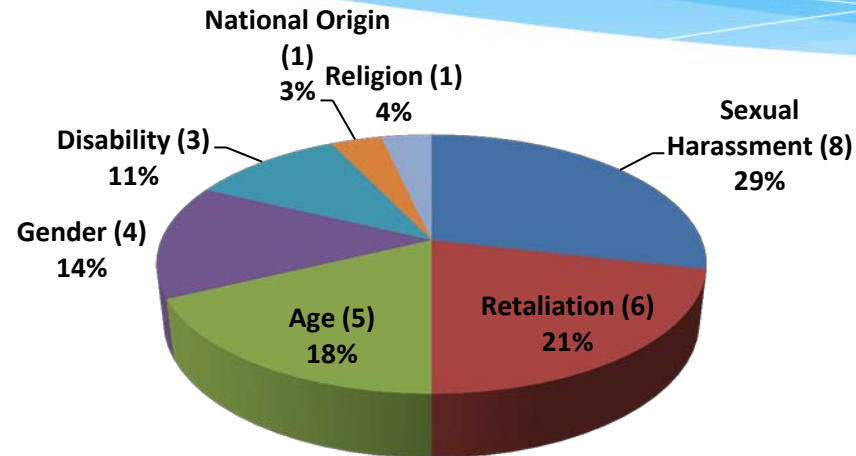
- Developed in-house during fall of 2017 by **HR Employee Relations and Employees' University**
- Launched on 12/11/2017
- 1,663 completions as of 2/9/2018



# Training Hours

Year:	2017	2016	2015
Instructor–Led Training Hours	16,818.00	14,368.75	22,287.00
Web–Based Training Hours	6,673.50	7,763.00	7,826.00
Total Training Hours	23,491.50	22,131.75	30,113.00

# EEO & Non-EEO Investigations



**2017 EEO Allegations by Type**

Year	Formal # of Complaints	Age	Color	Disability	Ethnicity	Gender	Gender Identity	Hostile Work Environ.	Marital Status	Military Status	National Origin	Race	Religion	Retaliation	Sexual Orientation	Sexual Harassment	Total Formal Types	# Non-EEO Investig.	Total # of Investig.
2017	18	5	0	3	0	4	0	0	0	0	1	0	1	6	0	8	28	1	29
2016	21	1	0	4	0	0	0	0	0	0	1	0	1	9	1	5	22	7	29
2015	26	1	0	0	1	3	0	5	1	0	0	7	0	3	1	14	36	1	37
2014	36	0	1	4	1	2	1	0	0	0	2	4	1	3	3	17	39	0	39
2013	33	6	0	2	0	4	0	4	0	0	0	7	1	7	1	16	48	0	48
Year Totals:	134	13	1	13	2	13	1	9	1	0	4	18	4	28	6	60	173	9	182



# 2017 Employee Relations Metrics

## 920 Employee Relations Inquiries:

Policy, research, FMLA, Parental Leave, Reasonable Suspicion, Fitness for Duty, difficult conversations, disciplinary matters, grievance rights & process...

## Top Four (4) types of Inquiries:

- |                         |                   |
|-------------------------|-------------------|
| 1. ADA related          | 3. Discipline     |
| 2. Technical Assistance | 4. FMLA inquiries |

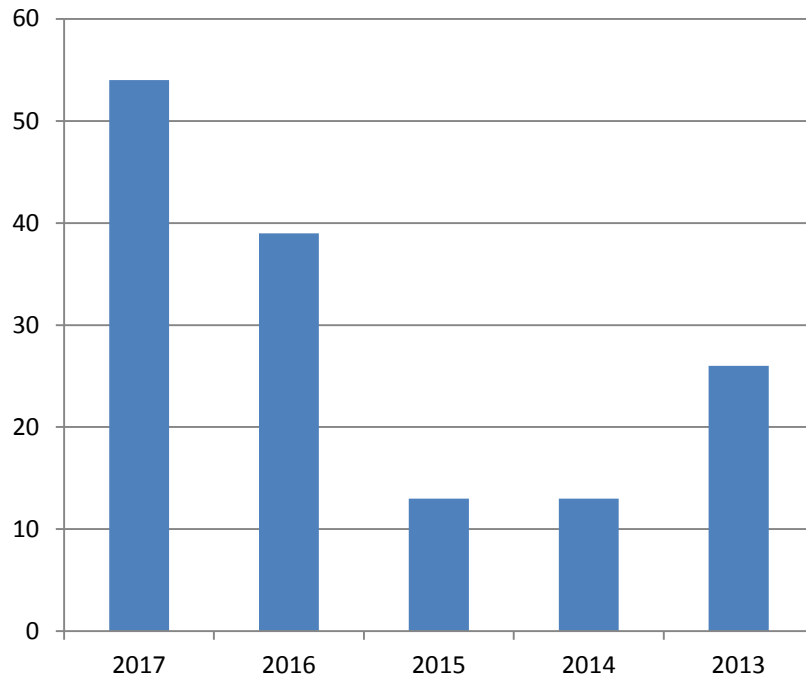
# Seven (7) HR Policies updated in 2017

## *Key policy updates included:*

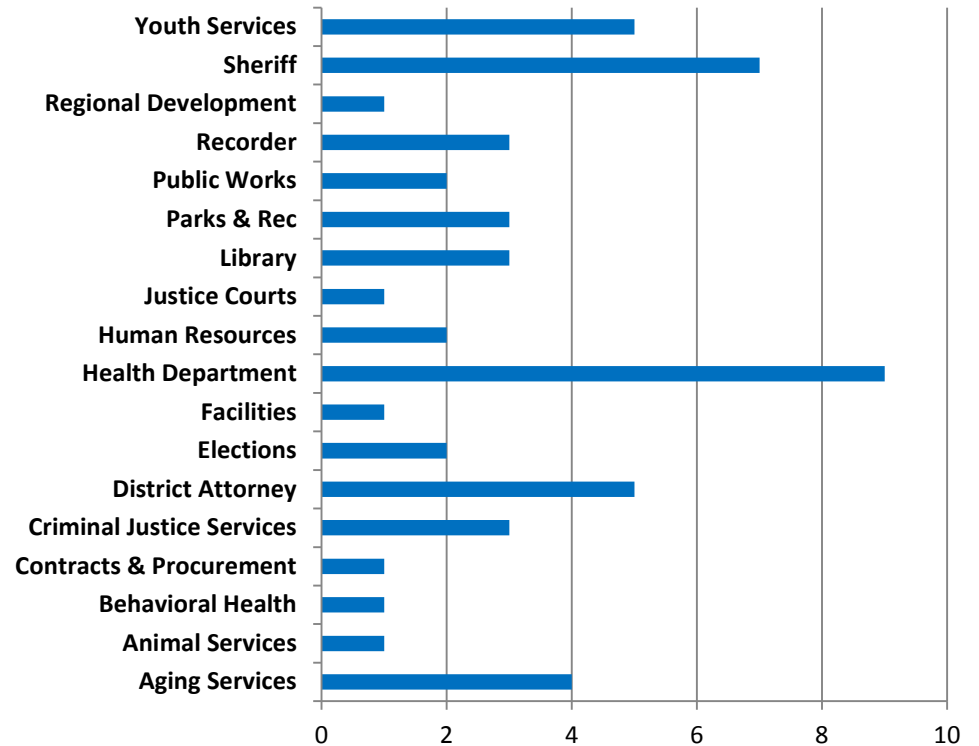
- FMLA – use update
- Parental Leave
- Payroll – added Bi-weekly payroll
- Internship Program
  - definitions/procedures

# ADA Program Trends

**# of ADA Reasonable  
Accommodation Requests  
2017**

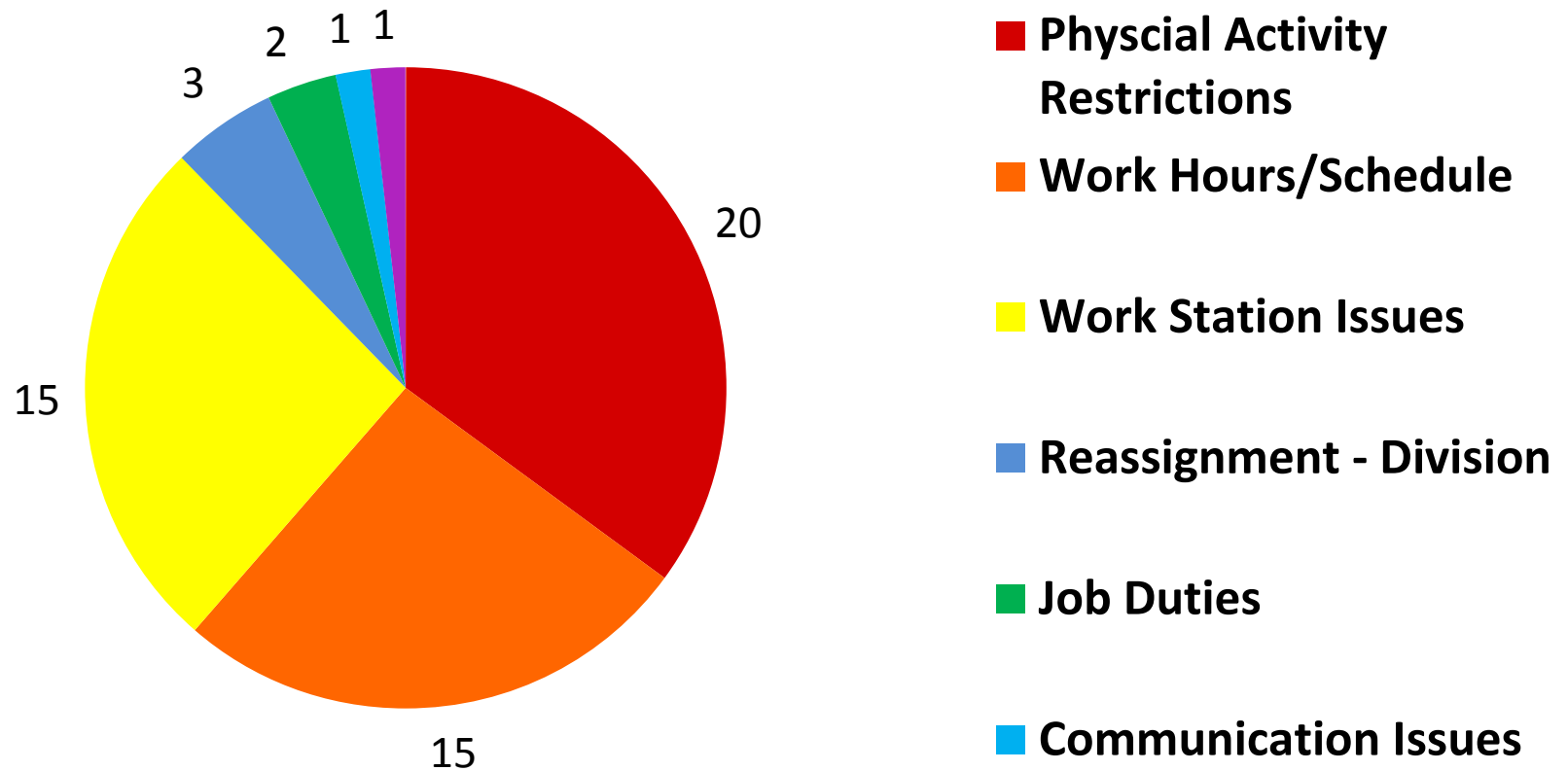


**Reasonable Accommodation  
Requests by Division**



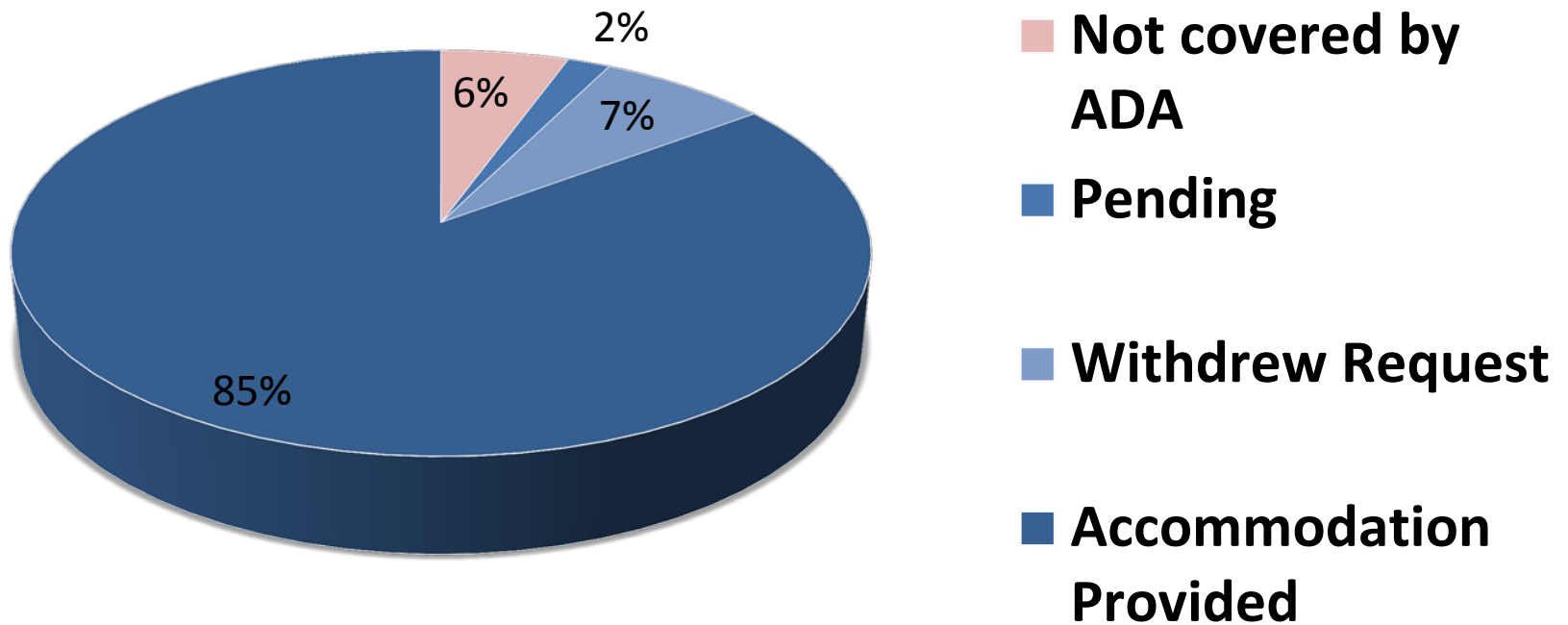
# ADA Program Trends

Accommodation Types



# ADA Program Trends

## Outcome of Reasonable Accommodation Requests



# ER EEO/ADA 2017 Training Topics

**30 Total Trainings**

**Reaching 1,056 Employees**

- ADA & Law Enforcement
- ADA: visitors & guests
- Management Essentials (4 hour trainings)
  - Employee Relations
  - EEO
  - FMLA
  - ADA
- Policy Updates
  - 2016 & 2017
- FMLA & Parental Leave
- Accommodating Transgender Employees in the Workplace
- Reasonable Accommodations for Employees
- Service Animals
- Background Checks Process

# Additional 2017 ER Metrics

## Growing Numbers:

- **Fitness for Duties**
  - From 1 in 2016 to 3 in 2017
- **Mediations**
  - from 0 in 2016 to 3 in 2017
- **Threat Assessments**
  - from 3 in 2016 to 5 in 2017



# Exit Interview Summary Data

**Total Interviews: 119**

**Jan-Dec 2017**

Reasons for Separation		
Reason	# of Int	% of Int.
Better Job Opportunity	40	34%
Retirement	40	34%
Pay/Compensation	31	27%
Quality of Supervision	29	25%
Work Conditions	29	25%
Other	27	23%
Lack of Recognition	21	18%
Type of Work	16	14%
Family Circumstances	10	9%
Have not found other employment	10	9%
Benefits	8	7%
Poor Health/Medical Reasons	5	4%
Self Employment	2	2%



# Exit Interview Summary Data

## Job Evaluation (# & % of Interviews)

<u>Views on Job</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Cooperation within your department	33/30%	51/46%	20/18%	7/6%
Cooperation with other departments	32/29%	54/49%	22/20%	3/3%
Communications within your department	30/27%	42/38%	25/23%	14/13%
Communications within the County as a whole	24/22%	54/49%	25/23%	8/7%
Communications between you & your manager	50/45%	28/25%	23/21%	10/9%
The training you received	44/40%	37/33%	21/19%	9/8%
Potential for career growth	22/20%	28/25%	21/19%	40/36%
Opportunity for advancement	19/17%	23/21%	27/24%	42/38%
Correct job responsibilities identified in interview and orientation	37/33%	48/43%	17/15%	9/8%
Job support and resources	33/30%	46/41%	19/17%	13/12%

# Exit Interview Summary Data

## Workload (# & % of Interviews)

	Too great	About right	Varied, but all right	Too Light
Was your workload usually	25/23%	20/18%	61/55%	5/4.5%

## Benefits Evaluation (# & % of Interviews)

	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Not Applicable</u>
Base Salary	44/40%	43 39%	22/20 %	2/2%
Medical/Dental Benefits	82/74%	23/21%	4/4%	2/2%
Vacations	83/75%	18/16 %	6/5 %	4/4%
URS Retirement Benefits	71/64%	28/25 %	6/5 %	6/5%
County Discounts	36/32%	32/29 %	13/12 %	30/27%

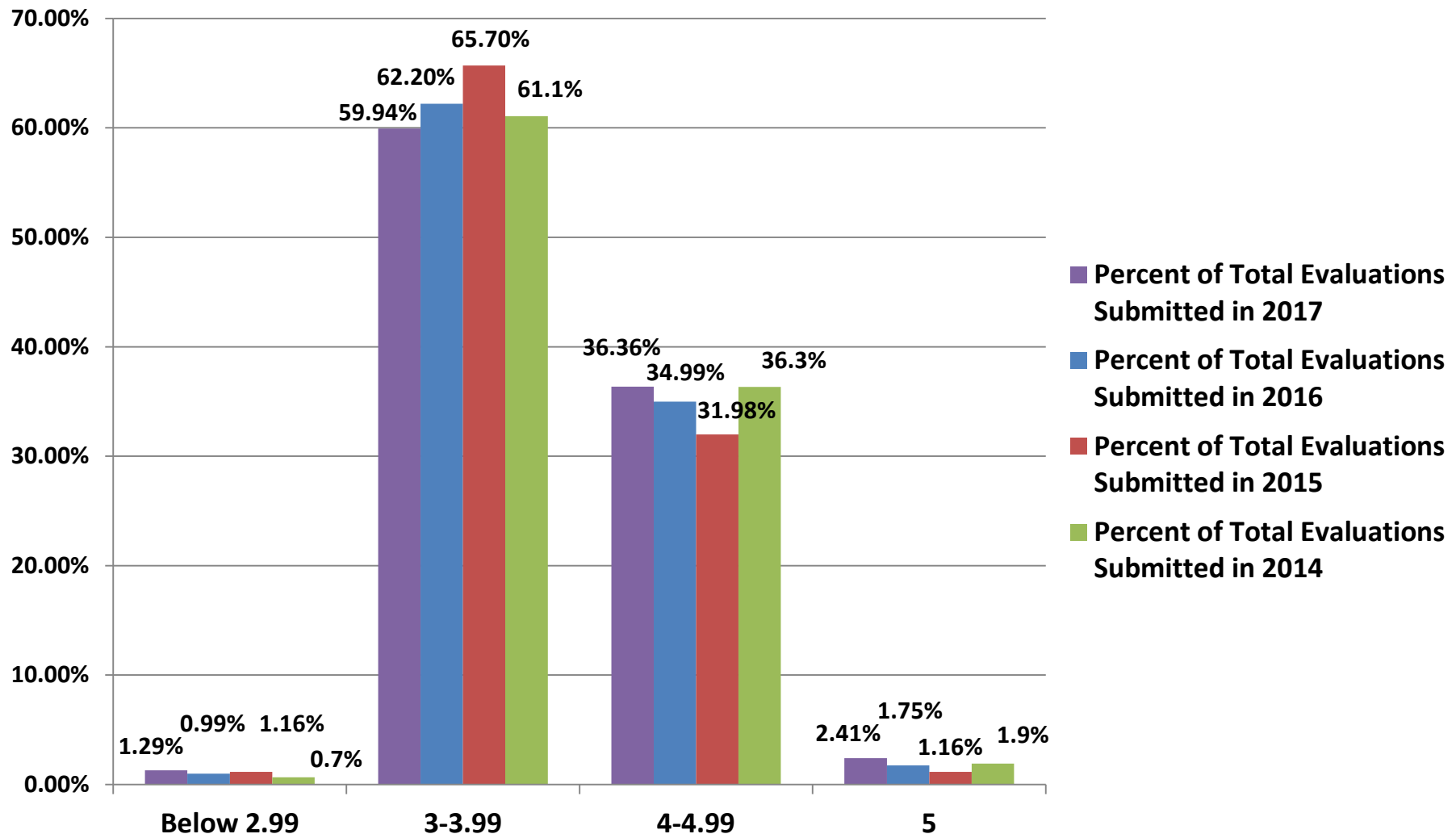
# Exit Interview Takeaways

- **Dissatisfied with pay/lack of raises, and opportunities for advancement/career growth**
  - **Employees across divisions report that they liked their coworkers/managers as well as making a difference in the community**
- **Employees are satisfied with medical/dental, vacation and retirement benefits**
  - **There is a slight increase in how employees rate their satisfaction with the cooperation between different departments, as well as communication within their individual departments and the County as a whole**

# 2017 Performance Management Ratings Breakdown

Rating	Definition	Percent of Total Evaluations Submitted
<b>Below 2.99</b>	<b>Unacceptable Performance/Needs Improvement</b>	<b>1.29%</b>
<b>3.00-3.99</b>	<b>Meets Expectations</b>	<b>59.94%</b>
<b>4.00-4.99</b>	<b>Surpasses Expectations</b>	<b>36.36%</b>
<b>5</b>	<b>Exceptional Performance</b>	<b>2.41%</b>
		<b>100.00%</b>

# 2014–2017 Performance Management Ratings Comparison



# 2017 Turnover

Month/Year-2017	Separations During Month	Employees Month End	Turnover Rate
January	48	3,741	1.20%
February	29	3,775	0.72%
March	34	3,774	0.82%
April	40	3,763	0.98%
May	27	3,768	0.69%
June	39	3,760	0.96%
July	54	3,744	1.23%
August	54	3,721	1.40%
September	50	3,707	1.24%
October	47	3,752	1.20%
November	27	3,768	0.72%
December	36	3,772	0.87%
Average/Month	37.58	3,754	1.0%
2016 Turnover	11.28%	Turnover 2017	12.93%
2015 Turnover	12.40%		
2014 Turnover	10.54%		
2013 Turnover	9.71%		

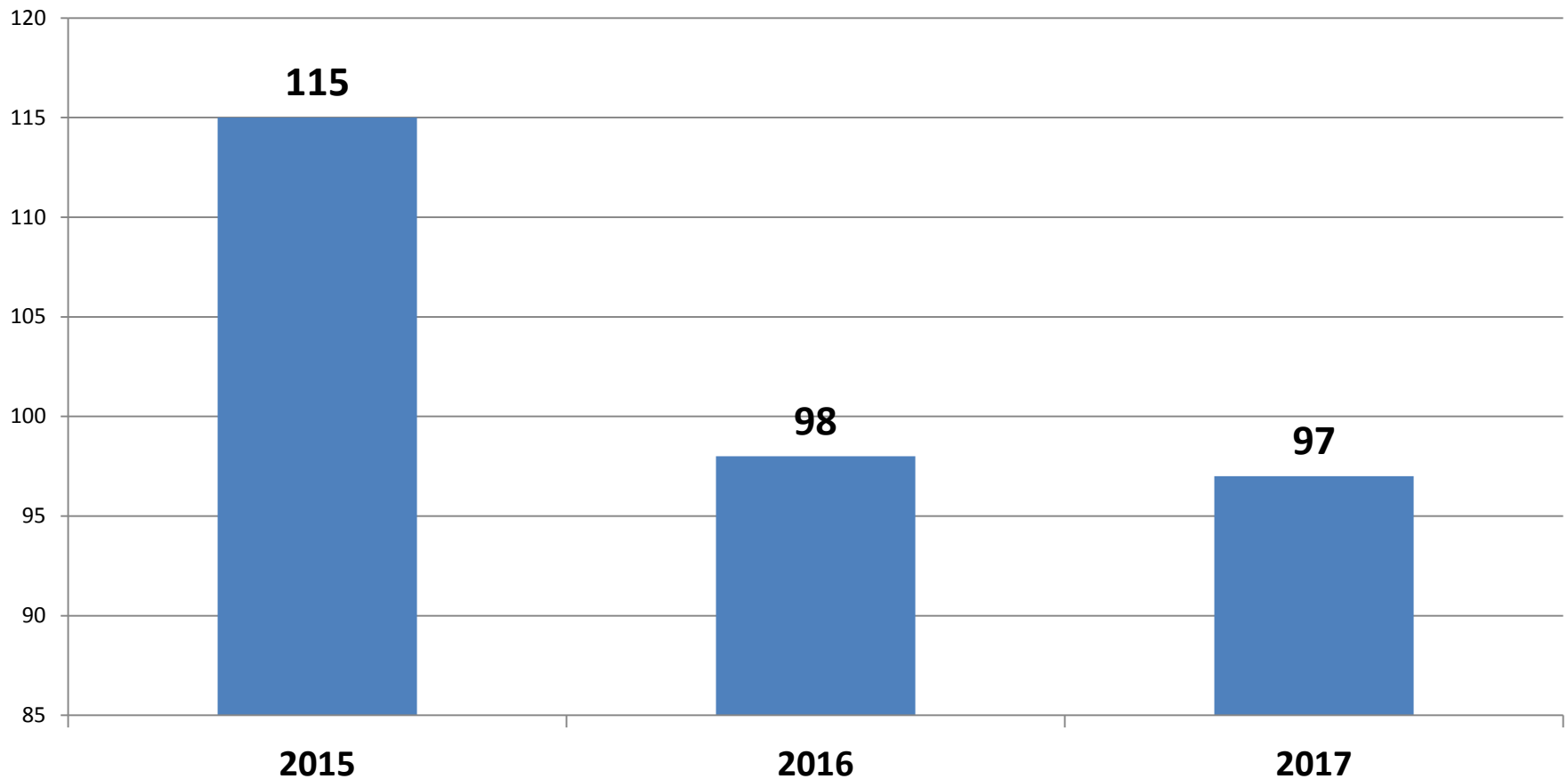
# 2017 Turnover Detail

Termination Reason	Count
Voluntary Terminations	308
Involuntary Terminations	64
Retirements	97
Other (Deceased, LTD)	10
RIFs	6

- Turnover Rate for New Hires= 3.30%
- Turnover Rate Minus Retirements= 10.34%

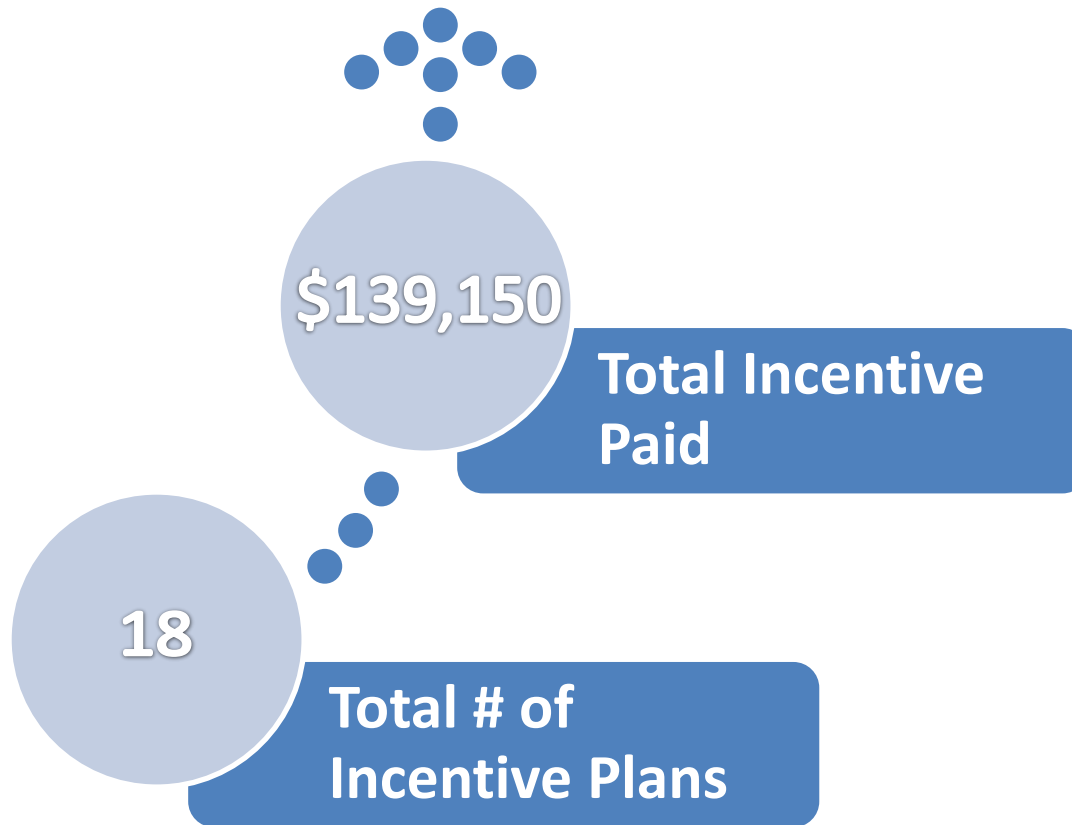
# Retirement Trends

Number of Retirements





# 2017 Year End Incentive Plan Totals





# **Employee Benefits and Open Enrollment Summary**

# Medical Plan Enrollment

Employee Enrollment in Plans	Pre Open Enrollment %	Post Open Enrollment %
PEHP HDHP	24.40%	25.65%
PEHP Traditional PPO	10.20%	9.91%
SelectHealth HDHP	45.13%	46.61%
SelectHealth Traditional PPO	19.27%	17.84%
No Coverage	13.63%	12.38%

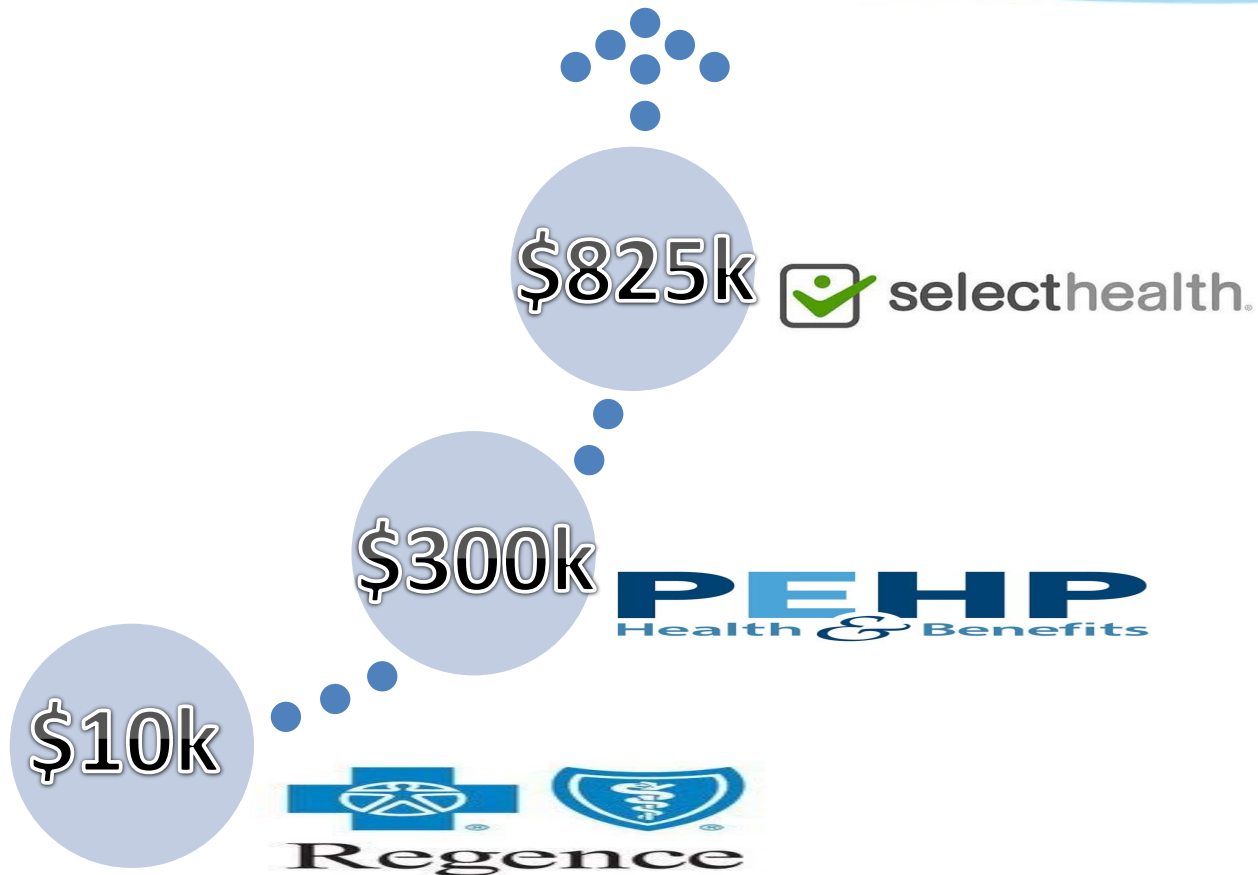
# Savings/Spending Account Enrollment

Saving Accounts Type	Enrollment	% of eligible population
Medical FSA	315	8.39%
Limited FSA	116	4.88%
Daycare FSA	89	2.37%
HSA	2,182	91.3%

# HSA Detail

<b>Optum HSA Detail</b>	<b>Number</b>
<b>Total Accounts</b>	<b>2,182</b>
<b>Eligible to Invest</b>	<b>1,076</b>
<b>Investment Accounts</b>	<b>93</b>
<b>Total HSA Balance</b>	<b>\$7,533,056</b>
<b>Average HSA Balance</b>	<b>\$3,452.36</b>

# 2017 Rx Rebates Totals



Total of \$1.3 million in rebates

# Employee Assistance Program 2017 Statistics

12.22%

Employee Utilization  
Count

Ages 31-40

62.47% Female

Highest Utilization  
Demographics

1. Emotional Health
2. Family/Relationship Concerns
3. Adjustment/Change
4. Workplace Concerns
5. Grief/Loss

Top 5 Reasons for  
using EAP

9



Lyft Benefit Utilized-  
*Take the Highroad*



**DEER OAKS**  
Behavioral Health Organization

# Parental Leave Statistics

88

Total Employees on Parental Leave Since Approval of Policy (5/2017)

34

Employees on Maternal Leave

54

Employees on Paternal Leave

Maternal	12,952
Paternal	9,894
Total Hours	22,846



# Affordable Care Act (ACA) Update

1 (one) temporary employee became eligible for medical benefits in 2017

- 1 (one) temporary employee elected coverage-was hired full-time

# LTD (Long Term Disability) Benefit Protection-Tier II Employees

*Discussion/Direction and Approval*

## **LTD Benefit Protection Defined**

- The ability to accrue retirement service credits in accordance with URS while on LTD
- The Tier II contribution (16.69%) does not include the cost of LTD Benefit Protection. When a Tier II employee is approved for LTD, County stops paying the pension contribution monthly but receives a quarterly bill for the cost

# LTD Benefit Protection-Tier II Employees

## Potential Costs of Opting into the URS Tier II LTD Benefit Protection(Examples by EE/Salary)

Salary Ranges		35,000	50,000	65,000	80,000	95,000
		Annual Tier 2 Cost Per Employee for LTD Benefit Protection Coverage				
Tier 2 Retirement Systems	Total URS Rate					
Public NC Tier 2 Hybrid / 401K	16.69%	5,842	8,345	10,849	13,352	15,856
Safety NC Tier 2 Hybrid / 401K	23.83%	8,341	11,915	15,490	19,064	22,639

## Public Entity Participation in LTD Benefit Protection

Out of the URS 480 total entities:

- 93 entities have opted in the LTD benefit protection
- 387 are not participating or have “not responded” in the LTD benefit protection

# LTD Benefit Protection-Tier II Employees

## **Historical LTD Utilization**

- Cigna/Hartford- 23 approvals (since 2014)
- Before 2014 (PEHP)-The average for all LTD claimants: 6.3 years on PEHP book of business

## **Other Facts**

- County with a 90 day notice to URS can cancel LTD Benefit Protection
- One employee on Tier II on LTD Benefit Protection

## **Recommendation**

- Opt-in to the LTD Benefit Protection



# Questions