

# HUMAN RESOURCES

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## Statement of Purpose and Services Provided

The Human Resources Division supports the mission and vision of UFA by providing expert assistance to, and acting as a resource for, employees and supervisors. The wide-variety of Human Resource matters include compensation, benefits administration, new hire/promotional processes and employee relations issues such as performance, engagement and discipline. We provide this assistance in accordance with UFA values, the expectations of UFA leaders and in a professional, confidential, responsible and caring manner.

Specific responsibilities include:

- Recruitment and selection
- New-hire and promotional examination development and administration
- Job analysis and classification
- Wage and benefit comparison studies
- Benefits administration
- Supervisor and new-hire training and orientation
- Supervisor and employee consultation
- Assistance to ill or injured employees as they return to work
- Medical services coordination, including annual employee physicals
- Drug and Alcohol Testing program
- Employee Service Award program (commemorative coins)
- Tuition Reimbursement claims processing
- Performance Appraisal processes
- Maintenance of employee records and data
- Facilitation of the resolution of complaints, grievances and appeals
- Policy research and development, under the direction of the AC of Administration and Planning
- Employee liaison with Gallagher Benefit Services, Utah State Retirement Systems, SelectHealth and other related providers

## Division Manager Budget Message

The Human Resources Division is committed to assisting all UFA Divisions as they fulfill their purpose, by providing resources that allow them to best recruit, select, retain and develop employees.

During fiscal year 2018-19, the Human Resource Division participated in the support services budget review process. After looking critically at all HR budget line items, several reductions were made and decreased the overall non-personnel budget with minimal negative impact. This was viewed as an opportunity to increase efficiencies with creative solutions. The key changes included 1) eliminating the fees associated with renting a facility for the entry-level written examination, 2) maximizing the deployment of random drug tests 3) reevaluating medical examinations for full-time and part-time sworn employees and determining that some diagnostic tests were not routinely necessary 4) eliminating redundancies with the different screening tools used for new-hires. The result of this exercise was the ability to apply a portion of the over \$10,000 savings from these changes to other gaps within the HR budget. It was also realized that a decrease to the overall cost for drug testing and maintenance to the overall cost for physicals was possible, despite covering an increased number of employees. The majority of these changes were implemented in January 2019 and will continue into FY19/20.

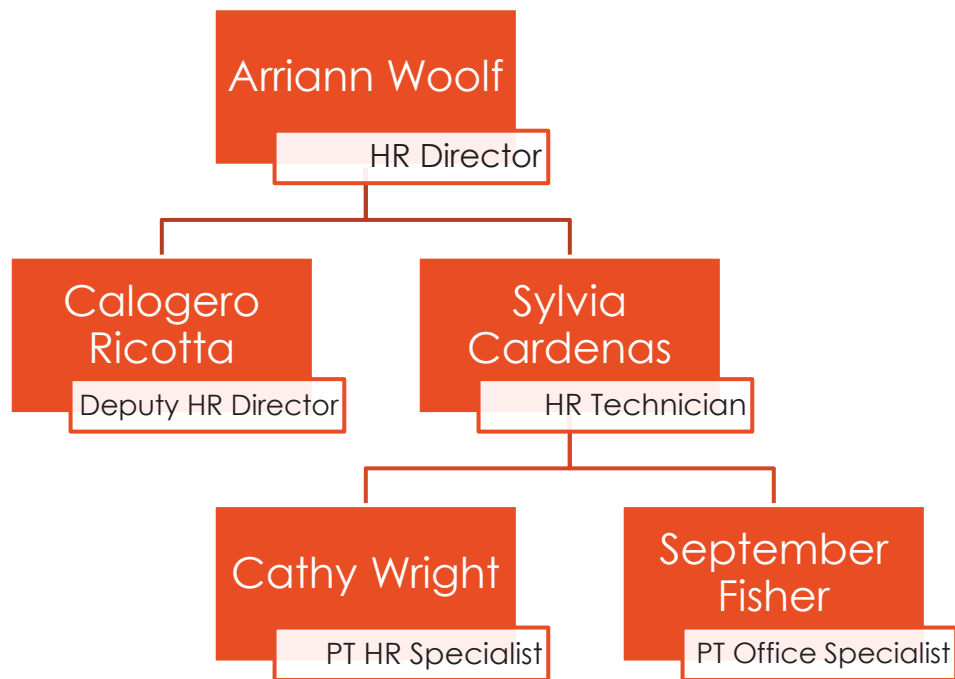
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For FY19/20, the use of third-party exam developers and evaluators for our promotional processes will continue as this remains a critical step in conducting fair, objective and transparent promotional processes.

One of the goals of the Human Resources Division this fiscal year was to revamp the Tuition Assistance program to incorporate the Professional Development Plan. Since the delivery of the plan did not occur until later in the fiscal year, this goal has been shifted to FY19/20. The same amount of funds remain in the budget, however, HR will work closely with the Assistant Chief of Administration and Planning to analyze various program alternatives to ensure that the funds are utilized efficiently and effectively to support educational opportunities for UFA's employees.

Wage comparison analysis will continue for the sworn Firefighter ranks on an annual basis. The key purpose of this analysis is to provide a basis for productive discussions aimed at reaching the goal of increasing wages for the sworn staff to the "top 3" compared to comparable agencies. In addition, in order to ensure that Civilian positions are also analyzed and compared to the relevant market (primarily other local public jurisdictions), a three-year rotating compensation review schedule will be used for those positions.

## Organizational Structure



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## Staffing (FTEs)



## Performance Measures

- Conduct audits at least annually to maintain accurate employee data in the Kronos HRIS System (position information, employee benefit and compensation information, etc.).
- Conduct thorough wage comparison studies for sworn positions by deadlines established as part of the annual budget process and for civilian positions on a rotating schedule, with one-third of the positions evaluated annually.
- Research and propose policy revisions to reflect up-to-date best practices, on a rotating basis, so that 20% or more of the applicable policies are evaluated and revised annually.
- Assist all new and retiring/resigning employee with the applicable onboarding and termination processes. Contact all employees retiring or resigning within three working days of notice, to schedule an exit meeting.
- Conduct audits and file required federal reports by the established deadlines, in order to maintain accurate workers' compensation data.
- Contact every employee who is facing a significant work-related or personal injury or illness within three working days of becoming aware to offer assistance with processes and provide access to benefits.

Description	FY16/17 Actual	FY17/18 Actual	FY18/19 YTD	FY19/20 Estimated
External Recruitments conducted (non FF/EMS)	7	21	12	10
Employees hired (full and part-time)	71	90	123	150
Employees retired and resigned (full-time)	26	37	16	35
Applications received	602	441	1114	1300
• Non-Firefighter positions	-	-	292	
• FT Firefighter	-	-	463	
• PT Wildland Firefighter and PT EMS	-	-	359	
• Firefighter Written exam participants	-	-	318	
Promotional processes conducted	3	6	8	5
Employees assisted with significant illness/injury	80	44	38	50
Tuition Assistance program participants	35	30	20	25
Employee service coins issued	-	115	98	150
Open Enrollment changes processed	41	40	26	35
FLEX program participants	281	262	264	270
Civilian pay classification reviews conducted	-	-	27	25

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## FY18/19 Accomplishments

- Played an integral role on the new firefighter hiring committee with the revamping of the entry-level hiring process
- Administered promotional/selection processes for Battalion Chief, Inspector, PIO and all remaining Division Chiefs (Wildland, Special Enforcement and EMS)
- Provided support for the additional ramp-up of the Part-time EMS program
- Conducted a thorough wage comparison study for all sworn Firefighter ranks to assist in reaching the goal of increasing wages for the sworn staff to the top three compared to the identified comparison agencies
- Established a regular meeting schedule with members of IAFF's Compensation and Benefits subgroup to increase understanding, and discuss priorities and parameters, of the various benefit programs available to UFA employees
- Conducted recruitment and selection processes for several key positions including Facilities Manager, Wildland Superintendent, Emergency Management PIO/JIC Coordinator and Intelligence Specialist
- Arranged with Wells Fargo Advisors, Utah State Retirement Systems and Wills for Heroes to provide Retirement and Financial Planning education for UFA employees
- Implemented a new online application software that greatly enhanced our ability to provide timely and detailed information to applicants and hiring managers and to track a wide variety of applicant data

## FY19/20 Action Items

- Administer an entry-level firefighter process and establish a one-year hiring list by November 2019 (Outcome 4-B, PM)
- Continue to review, modify and enhance internal recruitment and promotional processes throughout the year that incorporate the Professional Development Plan and standardized leadership competencies once adopted (Outcome 4-A, 4-B and PM)
- Select, build and begin utilizing an onboarding system for new hires to simplify the collection of necessary data and to better explain benefit options by January 2020 (PM)
- Complete a wage comparison study for all sworn firefighter ranks by January 2020 (Outcome 6-A, PM)
- Complete scheduled wage comparison studies for civilian positions by January 2020 (Outcome 6-A, PM)
- As part of the restructuring project for the policy manuals, review and revise the policies assigned to the H.R. Division with the goal of simplifying, clarifying and relating, as applicable, to UFA's Vision, Mission and Values by January 2020 (Outcome 1-A)
- Assist the AC of Administration in revamping the Tuition Assistance program to better align it with the Professional Development Plan, including an analysis of utilization, need, and recommendations for revisions by February 2020 (Outcome 6-F)
- Administer promotional examination for Captain in Spring 2020 utilizing third-party developers and administrators and establish the two-year promotional list (Outcome 4-B, PM)
- In conjunction with the AC of Administration and Planning, revise the performance appraisal system, and revise related policies, to focus expectations of UFA leaders and include a self-evaluation component by June 2020 (Outcome 4-F)
- Offer at least two additional retirement and financial planning seminars by June 2020 and continue to relay ongoing webinars and related articles to employees throughout the year to help them better understand and utilize their available benefits (Outcomes 6-B, 6-D, 6-H)

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## Revenue

For FY18/19, HR proposed charging entry-level Firefighter candidates a testing participation fee to offset the examination rental and scoring costs. Upon further discussion, and examining practices of other agencies, it was decided not to carry out that plan. It was determined that charging applicants could possibly work against the goal of recruiting and retaining the best candidates. Therefore, there is no anticipated revenue in FY19/20.

## Personnel

We currently have two part-time employees that split one <30-hour/week part-time position. Cathy Wright works twenty-two hours per week and is responsible for coordinating several processes including medical examinations, performance appraisals and service coin awards. She also assists with entering and coordinating workers' compensation claims. September Fisher works six-eight hours per week filing timecards and all other personnel file records.

### **Overtime \$12,500**

The expectation for overtime for two full-time staff positions remains the same as FY18/19. The majority of overtime is associated with after-hour injuries and accidents, new-hire and promotional testing processes, orientations, benefit fairs, new-hire benefits processing, and special projects. Calogero also participates with US&R which requires overtime hours for training and readiness.

## Capital Outlay

None

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## Non-Personnel Detail by Account

Account	Description		Account Total
<b>10-92-215</b>	<b>BOOKS AND PUBLICATIONS</b>		<b>\$200</b>
	HR reference books for leadership and professional development		
<b>10-92-250</b>	<b>EDUCATION &amp; TRAINING &amp; CERT</b>		<b>\$1,975</b>
	SHRM Utah Chapter annual conference for 3 participants	600	
	IPMA-HR Utah Chapter annual conference for 3 participants	225	
	Curt Varone Policy and Procedure Course for Fire Departments (or a similar course depending on if hosted by a local jurisdiction) for 2 participants	550	
	Various HR related local seminars (Employment Law, Benefits Administration, Selection Processes). Local training will be the focus this year to fit the Division's plan of attending broader, national training conferences on an every-other-year basis	600	
<b>10-92-260</b>	<b>FOOD PROVISIONS</b>		<b>\$6,500</b>
	Meals for evaluators, administrators and facilitators of two large promotional examination processes (six days); one entry-level examination process (eight days) and dinner for the new hire orientation (training staff; new employees and spouses)		
<b>10-92-350</b>	<b>PROFESSIONAL FEES</b>		<b>\$71,950</b>
	Arthur J. Gallagher & Co. Benefit/Insurance Brokers contract	54,000	
	Job posting fees	2,000	
	Personal History Questionnaire processing fee for background investigations for full-time and part-time new-hire final candidates (assume 100 part-time and 40 full-time @ \$17.50 each)	2,450	
	More extensive new-hire screening for out-of-state full-time applicants (assume 10 @\$70 each)	700	
	Third-party examination consultants and developers; anticipate written examination development and possible assessment center exercises for promotional process	3,500	
	Third-party written examination scoring, shipping and rental fees for the entry-level examination; anticipating 500 applicants	9,300	
	NOTE: The Employee Assistance program fees, which have historically been part of the H.R. budget will transfer to the Administration budget effective FY19/20.	0	
<b>10-92-365</b>	<b>POSTAGE</b>		<b>\$250</b>
	Shipping costs for tests and awards		

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Account	Description		Account Total
<b>10-92-380</b>	<b>MEDICAL SERVICES</b>		<b>\$160,300</b>
	University of Utah HealthCare (Annual Physicals with some follow-up for fitness-for-duty testing); assumes 435 annual physicals @\$260; 30 full-time new-hires @\$330; 85 part-time EMS physicals @260 and \$5,000 for follow-up or fitness-for-duty testing.	150,500	
	WorkForce QA (Random, Reasonable Suspicion, and Pre-employment Drug Screening + MRO Services) Assumes 130 new hires @ \$40.50; 65 random tests @ \$57.50 and 5 reasonable suspicion tests @\$75	9,800	
<b>10-92-410</b>	<b>SMALL EQUIPMENT NONCAP</b>		<b>\$300</b>
	Miscellaneous cell phone covers and screen protectors	100	
	Miscellaneous report covers, certificates and exam supplies	200	
<b>10-92-415</b>	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$2,675</b>
	Technology Net Company (Wasatch Area Compensation Group Database) membership	650	
	IPMA-HR (International Public Management Association) Agency & local chapter memberships	700	
	SHRM (Society for Human Resource Management) memberships for three staff	525	
	Progressive Business Publications (What's New in H.R. and What's New in Benefits & Compensation)	500	
	Dropbox annual subscriptions for three staff	300	
<b>10-92-427</b>	<b>TUITION REIMBURSEMENT/ASSISTANCE</b>		<b>\$60,000</b>
	20 active participants, each with a cap of \$3,000/year; some take semesters off, or reach their overall \$15,000 cap, so this amount accounts also for new individuals who start a degree program. The number of participants has declined over the past few years.		

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		ACTUAL	ACTUAL	ACTUAL	BEGINNING	FINAL	PROPOSED	TENTATIVE	ADOPTED	% INCREASE
	GL	FY15-16	FY16-17	FY17-18	FY18-19	FY18-19	FY19-20	FY19-20	FY19-20	BEGINNING
		HR 92	HR 92	HR 92	HR 92	HR 92	HR 92	HR 92	HR 92	FY19 to FY20
										BUDGET
<b>REVENUE</b>										
EXAM FEES	1035510	0	0	0	7,500	7,500	0	0	0	-100.0%
<b>PERSONNEL</b>										
SALARIES	100	254,626	283,671	286,231	317,770	317,770	327,759	327,759	327,759	3.1%
OVERTIME	120	8,493	10,013	9,980	12,500	12,500	12,500	12,500	12,500	0.0%
OTHER BENEFITS	130	102,795	111,604	113,199	5,898	5,898	7,421	7,421	7,421	25.8%
MEDICAL/DENTAL/LIFE INSURANCE	132	0	0	0	36,252	36,252	37,522	37,522	37,522	3.5%
RETIREMENT CONTRIBUTIONS	133	0	0	0	53,279	53,279	55,535	55,535	55,535	4.2%
PAYROLL TAX	134	0	0	0	22,309	22,309	24,873	24,873	24,873	11.5%
WORKERS COMP	135	601	363	200	636	636	683	683	683	7.4%
UNIFORM ALLOWANCE	140	591	0	0	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL</b>		<b>367,106</b>	<b>405,650</b>	<b>409,610</b>	<b>448,644</b>	<b>448,644</b>	<b>466,293</b>	<b>466,293</b>	<b>466,293</b>	<b>3.9%</b>
<b>NON PERSONNEL</b>										
BOOKS & PUBLICATIONS	215	1,706	59	71	200	200	200	200	200	0.0%
COMMUNICATION EQUIP NONCAP	220	300	0	0	0	0	0	0	0	0.0%
EDUCATION & TRAINING & CERT	250	600	3,450	5,598	4,275	4,275	1,975	1,975	1,975	-53.8%
FOOD PROVISIONS	260	3,341	2,651	979	2,300	2,300	6,500	6,500	6,500	182.6%
MISCELLANEOUS RENTAL	340	0	0	0	1,500	1,500	0	0	0	-100.0%
PROFESSIONAL FEES	350	73,008	67,497	73,567	87,000	87,000	71,950	71,950	71,950	-17.3%
POSTAGE	365	0	62	129	200	200	250	250	250	25.0%
MEDICAL SERVICES	380	171,540	195,243	206,551	163,500	163,500	160,300	160,300	160,300	-2.0%
SMALL EQUIP. NONCAP	410	1,036	608	75	300	300	300	300	300	0.0%
MEMBERSHIPS & SUBSCRIPTIONS	415	1,179	1,743	5,257	2,350	2,350	2,675	2,675	2,675	13.8%
TRAVEL & TRANSPORTATION	425	5,713	0	0	0	0	0	0	0	0.0%
TUITION REIMBURSEMENT	427	72,246	65,372	51,643	60,000	60,000	60,000	60,000	60,000	0.0%
<b>TOTAL NON PERSONNEL</b>		<b>330,669</b>	<b>336,685</b>	<b>343,870</b>	<b>321,625</b>	<b>321,625</b>	<b>304,150</b>	<b>304,150</b>	<b>304,150</b>	<b>-5.4%</b>
<b>TOTAL EXPENDITURES</b>		<b>697,775</b>	<b>742,335</b>	<b>753,480</b>	<b>770,269</b>	<b>770,269</b>	<b>770,443</b>	<b>770,443</b>	<b>770,443</b>	<b>0.0%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>		<b>-697,775</b>	<b>-742,335</b>	<b>-753,480</b>	<b>-762,769</b>	<b>-762,769</b>	<b>-770,443</b>	<b>-770,443</b>	<b>-770,443</b>	<b>1.0%</b>