



Ethics, Organization and Personnel Committee

Human Resources Manager's Report

Item 7b

July 11, 2023

HR Services

Overview of Services

- Employee and Labor Relations
- HR Support for MWD Departments
- Recruitment & Selection
- Classification & Compensation
- Benefits including leave administration, deferred compensation and retirements

HR Services

Overview of Services (continued)

- Human Resources Information Systems (HRIS)
- Workers' Compensation
- Non-industrial Medical
- Training and Organizational Development
- Business Support

Statistics

Employee Statistics

Employee Statistics	<u>June</u> <u>2021</u>	<u>June</u> <u>2022</u>	<u>June</u> <u>2023</u>
Regular Employees	1,806	1,762	1,779
Temporary Employees	30	37	25
Interns	3	2	0
Recurrents	20	18	18
Annuitants	16	19	24

Statistics

Activity Statistics

Statistics	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Impacts Vacancy Rate
External Hires - Regular	125	127	74	84	120	Yes
External Hires - Temporary	40	29	30	33	36	No
External Hires – Interns	38	18	3	3	1	No
Internal Hires – Recruited	98	91	60	67	70	No
Management Requested Promotions	130	109	149	134	134	No
Retirements/Separations (regular employees)	118	124	78	131	100	Yes
Employee Requested Transfers	19	15	20	14	18	No

Challenges

Key Challenges

- Transition in key positions
- State audit findings
- Recruitment volume and timelines

HR Transitions

Transition in Key Positions

- HR Group Manager
- Employee Relations Manager
- Non-Industrial Medical Staff
- COVID Staff
- Department of Transportation Drug and Alcohol Program Staff

HR Transitions

Transition in Key Positions – Fill Dates

- HR Group Manager (07/23)
- Employee Relations Manager (03/23)
- Non-Industrial Medical Staff (06/23)
- COVID Staff (06/23)
- Department of Transportation Drug and Alcohol Program Staff (06/23)

State Audit

State Audit Findings and Remedies

- Need for consistent recruitment and hiring practices
 - All hiring manager and recruitment staff were trained in MWD's adopted practice
- Need for check and balance to prevent bias
 - EEO added to recruitment process

State Audit

State Audit Findings and Remedies

- Need for statistical analysis regarding workforce demographics identifying barriers to employment
- Partnership formed between HR and DEI for execution of this analysis

Recruitment Challenges

Recruitment Volume/Timeline Challenges

- Current Recruitment Backlog
 - Approximately 35-40% of recruitments taking over 6 months (24 weeks) to fill
 - The current volume is unmanageable with current staffing levels
 - Inefficiencies compound the challenges faced by recruitment staff

Recruitment Timeline

Standard Recruitment Timelines

- Public Sector Industry Standard
 - 16 weeks
- MWD Standard
 - 18 weeks

Recruitment Remedies

Recruitment Remedies

- Added resources to alleviate backlog
- Workload standards for recruitment staff
- Efficiencies
 - Applying industry standards in scheduling and conducting recruitments
 - Pursuing the use of eligibility lists

Keys to Success

Keys to Success

- HR Staff
 - Subject matter expertise
 - Sustainable workloads
 - Comprehensive programs and processes
 - Commitment to public service at MWD
- Collaboration with partner departments

