Human Resources Analytics Report
FY 2020 / 2021

The function of a Human Resources (HR) Department is to provide an organization with the structure and ability to meet business needs through managing the most valuable resources, which are our employees. Through collaboration with city departments, the City of Scottsdale's Human Resources Department tracks a variety of employee-centric functions and programs. Analytic reporting is the necessary foundation for evidence-based decisions. This data can be used to compare with local or national HR-related statistics to determine if additional measures, programs, or resources are desired or required.

This Human Resources Analytics Report covers the period of July 1, 2020 – June 30, 2021. This report will be made available on an annual basis.

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1.0 Human Resources' Strategic Direction & Accomplishments

The **ROSE (Results Oriented Statement Elucidation^{TM})** is a concept created and developed by [Bailey Strategic Innovation Group](#) for helping teams achieve their desired results. The ROSE is **not** a mission statement, it is a unified statement of the main purpose (why the team exists) that is broad enough, so every member of the team can see how their work can bring the team closer to achieving the desired outcome and best results. The ROSE that was created by the Human Resources (HR) Department is:

> *"Built on a foundation of trust and respect, we are a renewed and cohesive team positioned to be innovative business partners with all of the departments in the City of Scottsdale. Through collaboration, we are changing the perception of HR by proactively anticipating, planning, and responding to trends in the market and community."*

Below are the performance goals for HR in FY 2020/21 and how they were achieved:

GOAL #1: Evaluate options for ensuring employee benefit programs are cost-effective, competitive and desired by employees.
- Due to the COVID-19 pandemic, it was critical to identify and implement benefit programs regarding mental health and wellness. The HR/Benefits Team answered this call by putting together specialized education and resources for employees to include Managing Stress, Suicide Awareness and Prevention, Family Mental Health, and Resiliency.
- The "Your Call" program for firefighters was successfully launched. This program, hosted by Cigna, provides a no-cost, health program specifically designed for City of Scottsdale firefighters. In this voluntary program, firefighters are incentivized through our Wellness Program to meet with an assigned doctor in Honor Health for the following screenings: metabolic; depression and anxiety; genetic screenings; physical fitness; hear, lung, and cancer screenings.
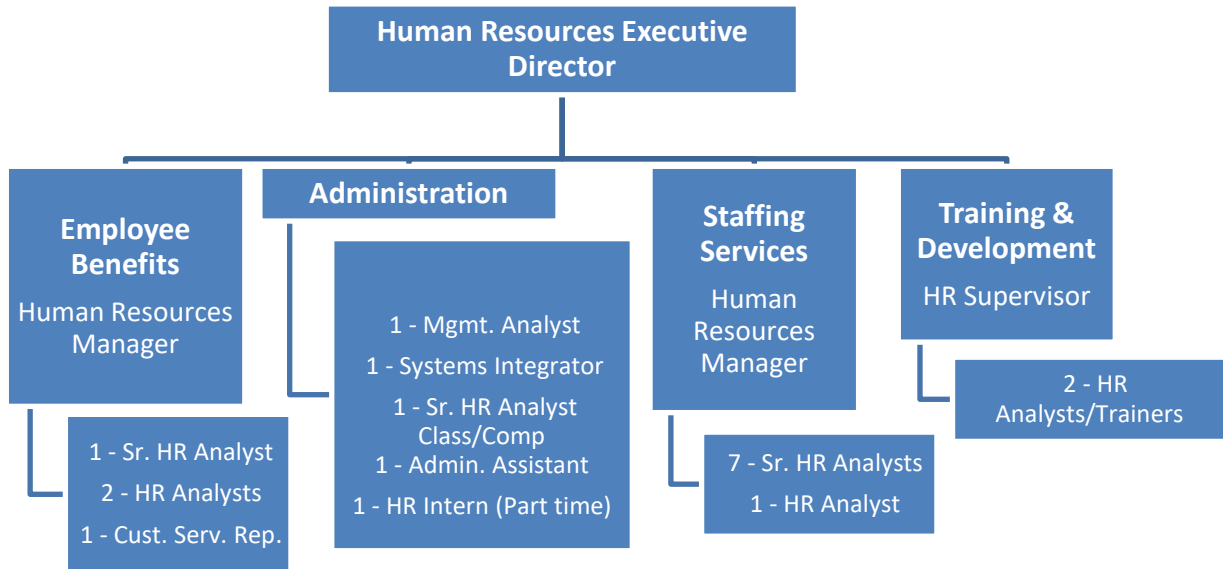
GOAL #2: Offer relevant training for employees at all levels of the organization.
- Meridian Knowledge Solutions, LLC was awarded the Learning Management System contract through a competitive solicitation process (awarded June 30, 2020). Full implementation was completed in January 2021.
- HR Training & Development (HR T&D) continued reviewing the virtual computer-based training library (known as OpenSesame) of courses offered in the City's Learning Management System (called Scottsdale University) and successfully launched in-person and virtual training series.
- In FY2020-21 99.8% of the tuition reimbursement budget was spent!
- HR T&D also successfully partnered with Arizona State University by launching the ASU Public Employee Scholarship Program that provides eligible City employees scholarship aid equal to 10 percent of the base tuition rate.

GOAL #3: Offer employee-centric programs aimed to increase employee engagement and satisfaction.
- HR/Benefits hosted a Retirement Academy for those employees that are eligible to retire in the next few years. There were presentations that covered, Arizona State Retirement System, Public Safety Personnel Retirement System, Social Security, Deferred Compensation by Nationwide, Employee Assistance Programs, and other Employee-related Health and Welfare plans.
- In collaboration with the Safety Office, the drug and alcohol testing process was improved by adding onsite drug testing for the evening shift employees, thereby improving the safety and health of employees so they did not have to go to one of the clinics that may have caused exposure to illness (CARES Act Funding).
- Instead of suspending HR programs due to COVID-19, the HR Department successfully pivoted and provided a 100% virtual environment for key programs to include citywide training, new employee orientations, HR presentations, and onboarding.
- Through a partnership and Memorandum of Understanding with the Department of Defense, the City of Scottsdale offers apprentice job opportunities provided by Scottsdale's Water Department through the [SkillBridge](#) program. This program encourages military service members to capitalize on training and development opportunities so that they may grow and develop as civilian professionals beyond their term of military service.

The **City of Scottsdale's Human Resources Department** has 23 professionals that provide consultations and support in the areas of **Employee Benefit Services** (health, wellness, and life insurance programs, deferred compensation, retirement, disability, transitional duty extensions, paid/unpaid leave programs, and onboarding); **Administration** (employee performance management process, HR budget, HR technology systems and databases, job classification / employee compensation, HR policies, records retention, and regulatory compliance); **Staffing Services** (employee relations investigations/reports, unemployment claims processing, commercial driver's license program, and recruitment and selection processes); and **Training & Development** (creating and presenting HR-related training programs, tuition reimbursement administration, and new employee orientations).

Human Resources Executive Director

Employee Benefits
Human Resources Manager

1 - Sr. HR Analyst
2 - HR Analysts
1 - Cust. Serv. Rep.

Administration

1 - Mgmt. Analyst
1 - Systems Integrator
1 - Sr. HR Analyst Class/Comp
1 - Admin. Assistant
1 - HR Intern (Part time)

Staffing Services
Human Resources Manager

7 - Sr. HR Analysts
1 - HR Analyst

Training & Development
HR Supervisor

2 - HR Analysts/Trainers

To view the entire organizational chart for the City of Scottsdale, please click HERE.

2.0 Employee Demographics

2.1 Total # of Employees by Division

The table below illustrates the number of full-time and part-time employees at the end of each quarter in FY 2020/21.

Division	1st Quarter (July – Sept.)		2nd Quarter (Oct. – Dec.)		3rd Quarter (Jan. – Mar.)		4th Quarter (Apr. – June)	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Mayor and City Council	3	0	3	0	2	0	3	0
City Clerk	7	0	5	0	6	0	6	0
City Attorney	56	1	56	1	56	1	56	1
City Auditor	5	2	5	2	4	2	5	2
City Court	112	44	110	44	106	42	102	40
City Manager	22	2	22	3	22	3	23	3
Public Works	297	4	301	5	303	5	304	4
Community & Economic Development	131	3	130	3	133	2	129	2
Fire	295	0	294	0	297	0	304	0
Police	625	12	623	11	615	11	604	10
City Treasurer	94	4	90	4	94	4	95	2
Community Services	274	384	270	354	271	340	269	337
Administrative Services	95	2	95	1	94	0	91	0
Water Resources	200	0	202	0	203	0	198	0
Grants	22	3	21	3	21	2	17	2
SUB TOTAL	**2238**	**461**	**2227**	**431**	**2227**	**412**	**2206**	**403**
GRAND TOTAL	**2699**		**2658**		**2639**		**2609**	

2.2 Workforce Profile

At the end of FY 2020/21, the City of Scottdale had 2661 employees, which included part-time, job share, temporary and full-time employees. This is 24 employees more than we had in FY 2019/20 (2637). The below table provides a variety of demographic statistics of the employee population. Also, these categories are reflective of what we are required to report to other state and federal regulatory agencies.

GENDER		
Female	**Male**	**Total**
869	1792	2661
32.62%	67.34%	

ETHNICITY							
White	**Hispanic**	**African American**	**Asian**	**Native American**	**Hawaiian**	**2 or More Races**	**Not Provided**
1950	453	79	74	23	5	72	5
73.28%	17.02%	2.97%	2.78%	0.86%	0.19%	2.71%	0.19%

GENERATIONS				
Traditionalist (1925 - 1945)	**Baby Boomer** (1946 - 1964)	**Generation X** (1965 - 1980)	**Millennials** (1981 - 1995)	**Generation Z** (1996 - 2012)
5	487	1043	807	319
0.19%	18.30%	39.20%	30.33%	11.99%

| YEARS OF SERVICE							
<=5	**>5 to 10**	**>10 to 15**	**>15 to 20**	**>20 to 25**	**>25 to 30**	**>30 to 35**	**>35**
1112	423	383	420	197	87	29	10
41.79%	15.90%	14.39%	15.78%	7.40%	3.27%	1.09%	0.38%

3.0 Employee Health and Well-Being

3.1 Insurance Plan Participation

The City has a robust array of Employee Benefits Programs. The below table provides the number of employees who elected to use one of the health insurances (Cigna Open Access Plan In-Network, Cigna Local Plus Network, Cigna Open Access Plan, and Cigna Health Savings Account). 95% of the eligible employee population elected to participate in one of the City-sponsored health plans.

FULL-TIME	Cigna OAP In-Network	Cigna Local Plus	Cigna OAP	Cigna HSA	TOTAL
Employee Only	428	45	123	175	771
Employee & Children	213	13	39	59	324
Employee & Spouse	203	16	31	31	281
Employee & Family	478	34	85	64	661
Total FT Part.	1,322	108	278	329	2,037
PART-TIME					
Employee Only	4	1	5	3	13
Employee & Children	1	1	0	0	2
Employee & Spouse	4	0	0	0	4
Employee & Family	1	0	0	0	1
Total PT Part.	10	2	5	3	20
Total # of Employees on the Health Insurance Plan: 2,057					

3.2 Medical/Dental Cost Per Employee

Over 90% of Human Resources' budget funds the City of Scottsdale's employee benefits programs (nearly $31 million). As this is a significant investment, it is vitally important to review, track, and monitor the cost of providing employee benefits so we may accurately forecast for the future. The below table provides the annual cost per employee for the last four years. The City experienced a decrease in FY 2020/21. While COVID-19 may have forced some of our members to postpone elective procedures, medically necessary procedures still occurred. Many appointments were able to transition to telehealth visits to ensure employees were still receiving care.

Annual Cost per Employee

FY 2020/21	FY 2019/20	FY 2018/19	FY 2017/18
$14,752	$14,952	$14,382	$14,541
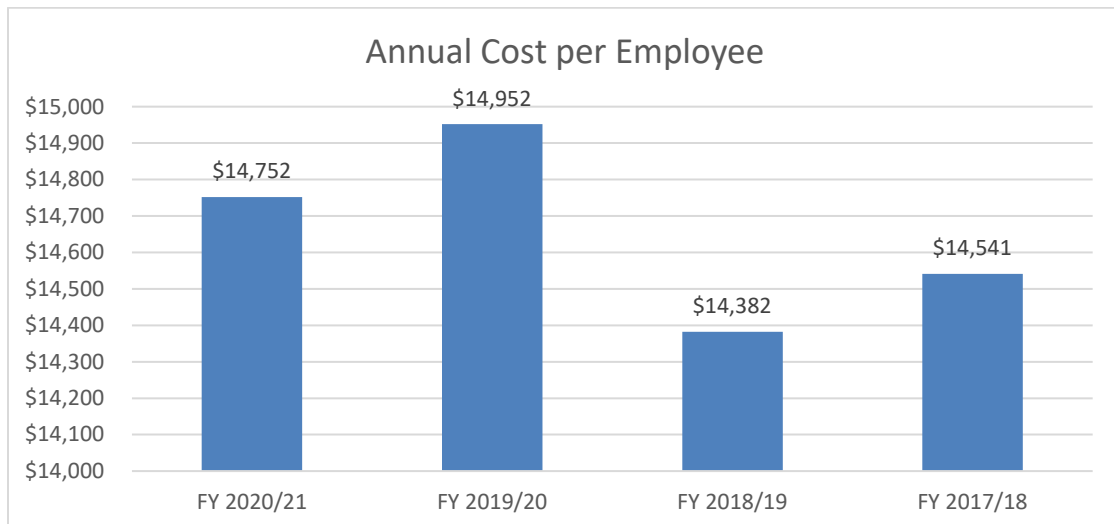
3.3 Live Life Well Program

The City of Scottsdale's award-winning Wellness Program called "Live Life Well" (LLW) includes five aspects of an employee's well-being, which we call the *Five Pillars of Wellness*: Health, Fitness, Safety, Finance, and Community. With the pandemic, all classes were held virtually with many drop-ins attending due to ease and convenience of our employees and family. Many classes and discussion groups were focused on mental and emotional health. Additionally, we added an on-site behavioral health provider offered by Cigna, who not only conducted trainings, but also met with employees for one-on-one sessions. Cigna has also funded a full-time Wellness Coordinator to provide additional resources and expertise to our Wellness program.

In FY 2020/21, Human Resources was proud to accept the following awards on behalf of the City of Scottsdale's Live Life Well program. Those awards included:

- September 2020, first place of Cigna Well-Being Award.
- October 2020, 2nd Place in the Large Organization category for Phoenix Business Journal's Healthiest Employer Award.
- October 2020 achieved silver level in Workplace Health Achievement.
- November 2020, named one of the Healthiest 100 Workplaces in America!
- June 2021 achieved Platinum level for Healthy Arizona Worksites.

The below table provides the name of the instructor-led wellness classes to include the collective number of attendees, based on the Five Wellness Pillars.

Live Life Wellness Classes by Pillar	Total # of Classes	Participation/ Attendance
Pillar I: Health		
Cooking, Stress Reduction, Medicare, Mental Health, First Aid	57	1169
Pillar II: Fitness		
Strength Training, Yoga, Meditation	198	1750
Pillar III: Safety		
Bloodborne Pathogens training provided during onboarding.	26	231
Pillar IV: Finance		
Retirement, Banking, Investing, Social Security and one-on-one consultations.	40	835
Pillar V: Community		
Retirement Workshops	2	139
PROGRAM TOTALS	**323**	**4,124**

4.0 Training & Employee Development

4.1 Training Class Participation

In FY 2020/21, the City proudly launched a new upgraded learning management system (LMS)! Testing and implementing the new system were major focuses for this fiscal year. The new system provides greater flexibility and access to training opportunities, allows departments with significant regulatory requirements the ability to manage their training more efficiently and grants access to an extensive electronic library of learning content to supplement scheduled training.

In conjunction with the LMS implementation, Human Resources Training & Development (HR T&D) continued to develop, sponsor, and deliver training, specifically designed for the needs of Scottsdale employees. With the advent of the pandemic, nearly all in-person trainings were converted to or developed for virtual delivery, allowing employees to continue professional growth and take multiple trainings as they worked remotely and/or from workplace settings. HR T&D also conducted all 12 new employee orientations remotely as well.

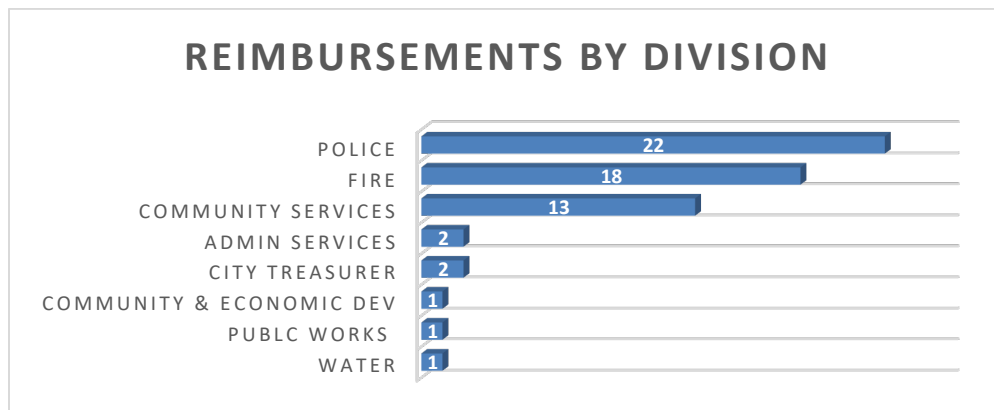| Summary of Live and Recorded Virtual Trainings	Attendance
5 Steps to Get Organized	34
AR333 - Anti-Discrimination and Non-Harassment	31
ASU Public Employee Scholarship Webinar	12
Aligning Organization and Employee Goals - Part 1: Aligning Goals	14
Aligning Organization and Employee Goals - Part 2: Measurable Objectives	10
Aligning Organization and Employee Goals - Part 3: Establish Employee Goals	9
Aligning Organization and Employee Goals - Part 4: Avoid Common Problems	2
Career Development/Job Search: What You Can Do Now to Move Forward in Your Career	24
Customer Service 2021	31
Designing Your Roadmap for a Successful Career	35
Diversity Equity and Inclusion Webinar	78
Ethics Refresher – Original	1,741
Ethics Annual Refresher – Updated	2,166
Everyday leadership	37
Hindsight is 20/20 and the Future is 2021	23
Intentional Retirement: What You Can Do Now to Achieve an Intentional Late-Stage Career	20
Leading People: Holding People Accountable	27
Leading Your Workforce Here There and Everywhere 8/19/2020	39
Microaggressions in the Workplace	101
Prepare to Pivot: Solutions to Take Charge of Change	57
Respectful Workplace: It Starts with You	6
Supervisor Survival Skills: Being Your Best in Uncertain Times	42
Time Management: Getting Control of Your Life and Work	40
You Can Learn to Lead	23
You've Got Mail A Training About Writing Effective Emails Location: Microsoft Teams	37

4.2 Tuition Reimbursement Program

The Tuition Reimbursement Program is designed to enhance career development and promote employee retention by providing tuition reimbursement for courses or degree programs that improve our employees' abilities to perform their current duties and be more prepared for future opportunities. Full-time, part-time and job share employees are eligible to receive up to 100% of their total tuition costs up to the approved fiscal year reimbursement maximum ($2,500 per fiscal year).

The program application process was streamlined this fiscal year by eliminating a cumbersome preapproval process and reducing the number of required verification documents. The result was a much more efficient approach for employees who pursued higher education. By the end of the fiscal year, 99.8% of available funds were paid (up from 86.5% in the previous year) and the annual budget was increased from $90,000 to $120,000 beginning in Fiscal Year 2021/22.

The chart below illustrates the number of individual employees who received reimbursements and the associated degrees pursued. (Note: Three employees reported pursuing either two degrees simultaneously or a degree program and additional individual classes.)

Reimbursed Employees by Degree Pursued

Degree	Count
MASTER'S	25
BACHELOR'S	16
INDIVIDUAL CLASS	12
ASSOCIATE	10
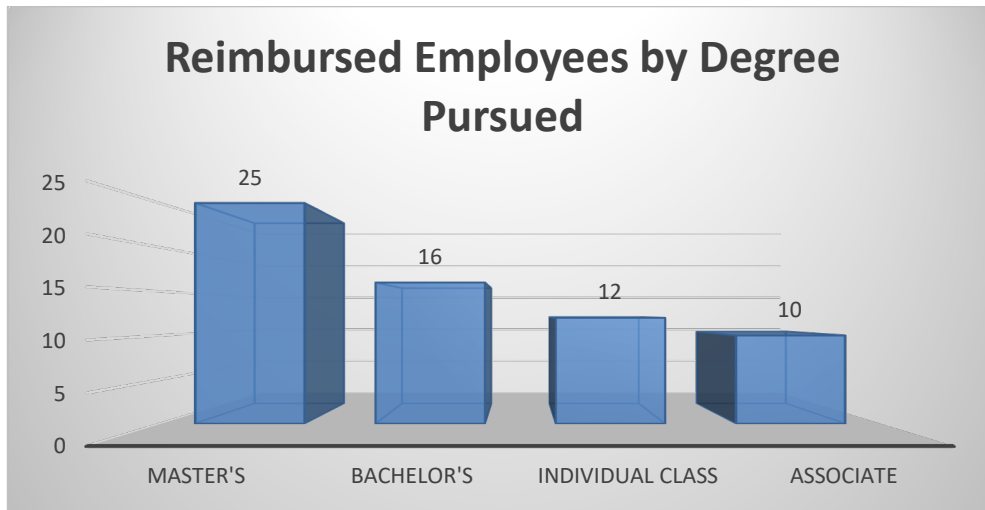
This chart illustrates the number of employees who received tuition reimbursements by Division.

REIMBURSEMENTS BY DIVISION

Division	Count
POLICE	22
FIRE	18
COMMUNITY SERVICES	13
ADMIN SERVICES	2
CITY TREASURER	2
COMMUNITY & ECONOMIC DEV	1
PUBLC WORKS	1
WATER	1

5.0 Workforce Management

5.1 Recruiting and Hiring

Recruiting and hiring are critical processes to ensure the organization is attracting qualified candidates and retaining quality employees. Human Resources works directly with applicants, employees, and managers in the recruitment, selection, onboarding and the new employee orientation processes. The below table provides the number of all new hire, rehire (separating from City service, then later returning to City employment), and promoted employees that are part-time, full-time or temporary in FY 2020/21.

New Hires	Rehires	Promotions	*Voluntary Demotions
307	16	161	16

*By policy, employees may request or compete for a job that is a lower level than their current job classification for a variety of reasons. If the lower-level position is available, the employee meets the minimum job requirements, and has the approval of department management and the HR Director, they may voluntarily demote to that job.

5.2 Employment Job Boards/Advertising

20,419 online employment applications were received and processed through Human Resources in FY 2020/21. During the automated recruiting process, applicants were asked to voluntarily identify the recruiting source from where they found the job posting that led them to apply for a City of Scottsdale job vacancy. The City of Scottsdale Job Opportunities website continues to be our most popular recruitment source.

The below chart provides the most popular job boards where City jobs appear, which will help us examine the need to expand or change our future recruitment and advertising efforts.

Recruiting Source	Total #	Total %
City of Scottsdale Internet Site	7602	37.23
Indeed	6275	30.73
GovernmentJobs.com	3616	17.71
Other Internet Site (Professional Affiliated Sites)	1276	6.25
Employee Referral	1046	5.12
Careers in Government	265	1.3
Glassdoor	163	0.8
Job/Career Fair	146	0.72
Career Builder	30	0.14
Totals	**20,419**	**100%**

5.3 Redeployments & Vacancy Tracking through the Pandemic

Redeployments

In March of 2020, there were 249 front line employees in the Community Services Division that were directly affected by the sudden and unexpected closure of their respective buildings due to the COVID-19 pandemic. Seventy-six of those employees were immediately offered temporary reassignments located in various departments throughout the City, which was mutually beneficial in the following ways:

- Employees were offered a unique opportunity to perform the essential functions of different job classifications in departments, which under normal circumstances likely would not have been afforded to them.

- The receiving departments were provided with an instant workforce to fill in the gaps where vacancies existed but couldn't be filled with traditional recruiting efforts.

- Employees worked a schedule with similar hours, and in some situations, were given the option to work additional hours. As a result, and if applicable, it allowed them to maintain their benefitted status and avoid going into premium arrears.

- Although the cost of these employees working in other areas was initially absorbed by their home departments, it was later reimbursed with CARES Act funding. As a direct result of several non-benefitted employees being asked to work additional hours, they qualified for medical benefits, which were also covered by CARES Act funds.

Some City employees were asked to fulfill job functions in other areas of the City due to building closures. Although this provided the ability for employees to continue to be employed, these assignments had the potential to extend beyond the scope of their current job classifications. These 'redeployments' allowed the various departments to quickly integrate existing staff, without having to sacrifice the *simply better* service that Scottsdale citizens have come to rely on.

To address the fact that these employees worked beyond their salary grade for over six months and in appreciation for these employees going above and beyond the call of duty, a temporary pay increase was implemented for the duration of their redeployment (not to exceed one year from the original redeployment date or until they fully return to their original home location and job duties, whichever occurred first).

Vacancy Tracking

As a budget reduction strategy, there was a need to hold vacancies open (vacancy savings) totaling $4.8 million above and beyond the traditional vacancy savings level. Therefore, a process was instituted to fill the highest priority positions during this pandemic emergency and economic crisis. For a majority of FY 2020/21, HR collaborated with City leadership, the Budget Office, Information Technology (IT) and affected hiring managers to track and review all vacant positions prior to recruitment. These vacancies were tracked in an automated dashboard, of which was created by IT. The Staffing Services HR Analysts made notes of all the requests to recruit or hire positions, along with requests to hold a new vacancy for a specified amount of time, or fill a held vacancy more quickly based on the organization's needs. All requests were discussed in a biweekly meeting with the "Vacancy Review Team", which provided the authorization to proceed with the recruitment and selection process for selected areas. This process worked very well and budgetary goals were successfully met!

5.4 Bilingual Pay Program

The City recognizes the value and importance of employees that have Spanish-speaking skills and uses those skills to meet the communication and service needs of the community. The Bilingual Pay Program, managed by the Human Resources Department, provides $78.00 per pay period to full-time employees who have demonstrated their knowledge and skills in speaking and reading Spanish. Participants are initially required to pass a language test by a third-party vendor (proxied by Human Resources), which is part of the approval process. Sixty-six employees (two more than the previous year) in FY 2020/21 were approved and participated in this program. Below are the number of employees in this program, by Department and Division.

Bilingual Pay Program by Division

| Division	Value	Percent
POLICE DEPARTMENT	43	65%
CITY COURT	9	14%
COMMUNITY & ECONOMIC...	4	6%
COMMUNITY SERVICES	3	4%
FIRE DEPT.	3	4%
CITY ATTORNEY	2	3%
CITY TREASURER	1	2%
WATER DEPT.	1	2%

5.5 Employee Performance Management

Employee performance management is the interactive process that links employee performance standards and manager's expectations to organizational goal achievement. Eligible part-time and full-time employees (those that have been in the same job for at least six months) receive a performance evaluation at the end of the fiscal year. Since FY 2014/15, the City of Scottsdale adopted a three-point Employee Performance Evaluation rating system. The below chart illustrates the percentages from that three-point system for FY 2020/21.

- Performance Needs Improvement ■ Performance Meets Expectations ■ Performance Exceeds Expectations
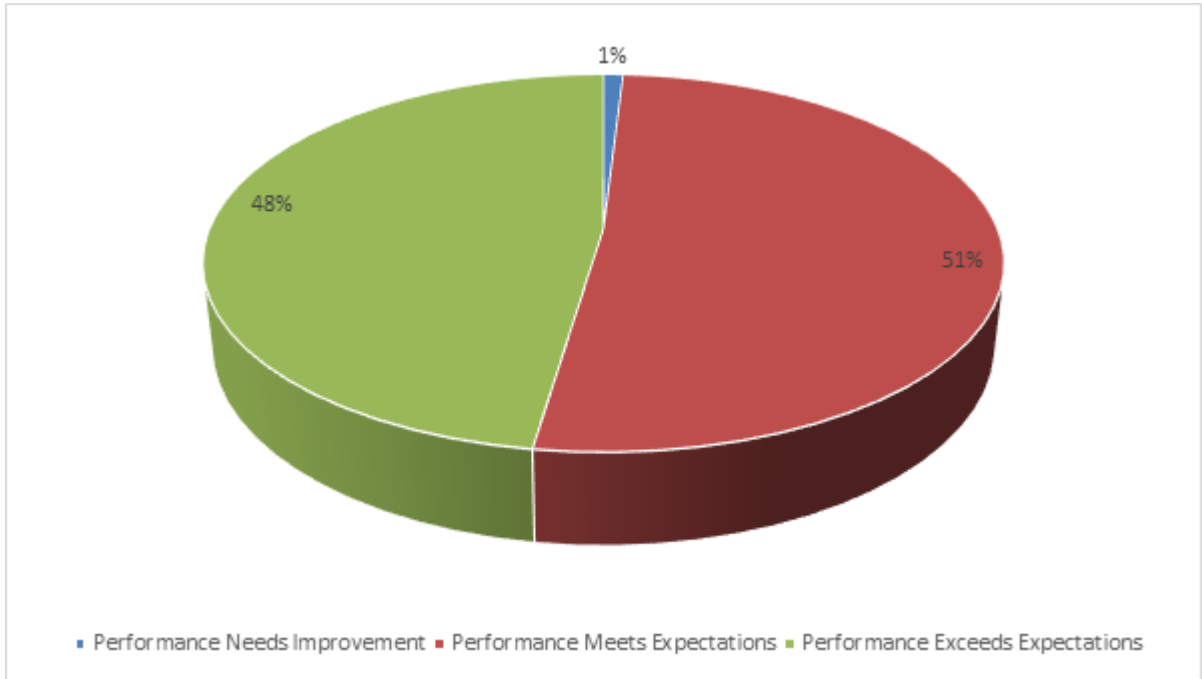
During the employee performance management cycle, managers and employees select from a library of performance competencies for the inclusion in the annual performance evaluation. The below chart provides the top five performance competencies that were chosen in FY 2020/21.

FY 2020/21 Employee Performance Competencies
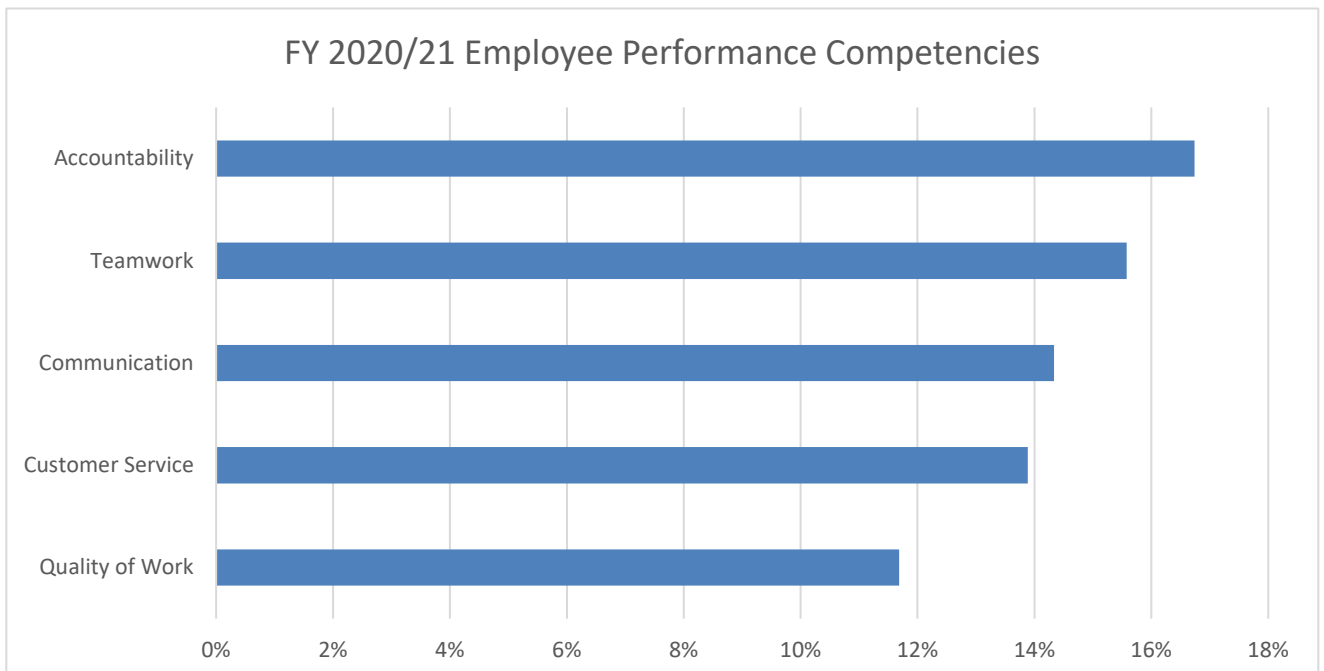
5.6 Employee Relations

Employee Relations references the mitigation efforts to prevent or resolve issues in the workplace, which could include (but not limited to) coaching, consultations, facilitations, mediations, investigations, progressive discipline, grievances, and personnel hearings. Employee relation efforts and decisions are managed by City Departments in consultation with Human Resources and the City Attorney's Office. Monitoring employee relations is essential not only for policy and legal compliance, but to also ensure consistency and fairness in the application of those rules and regulations.

The below chart illustrates the three-year history of the number and types of employee relations investigations that were conducted and completed by the Staffing Services section in the Human Resources Department.
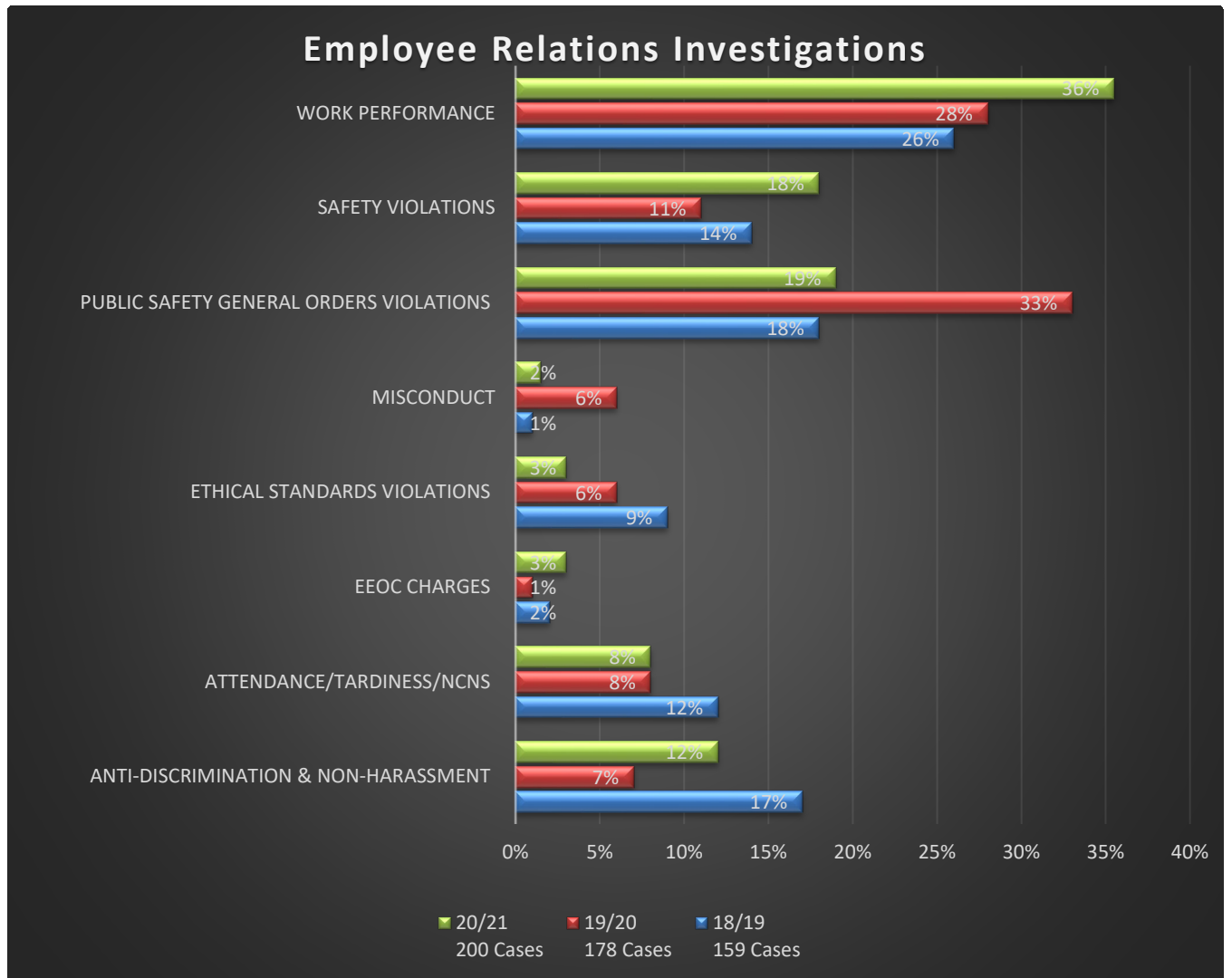
Other investigations that are not conducted by the Human Resources Department are tracked separately (i.e., Police Department internal investigations, investigations conducted by contract consultants, etc.).

5.7 Employee Turnover

Turnover is defined as the rate of which employees leave or separates from the workplace and are replaced. The below chart provides the City of Scottsdale's turnover rate over the last 5 fiscal years for full-time employees only.

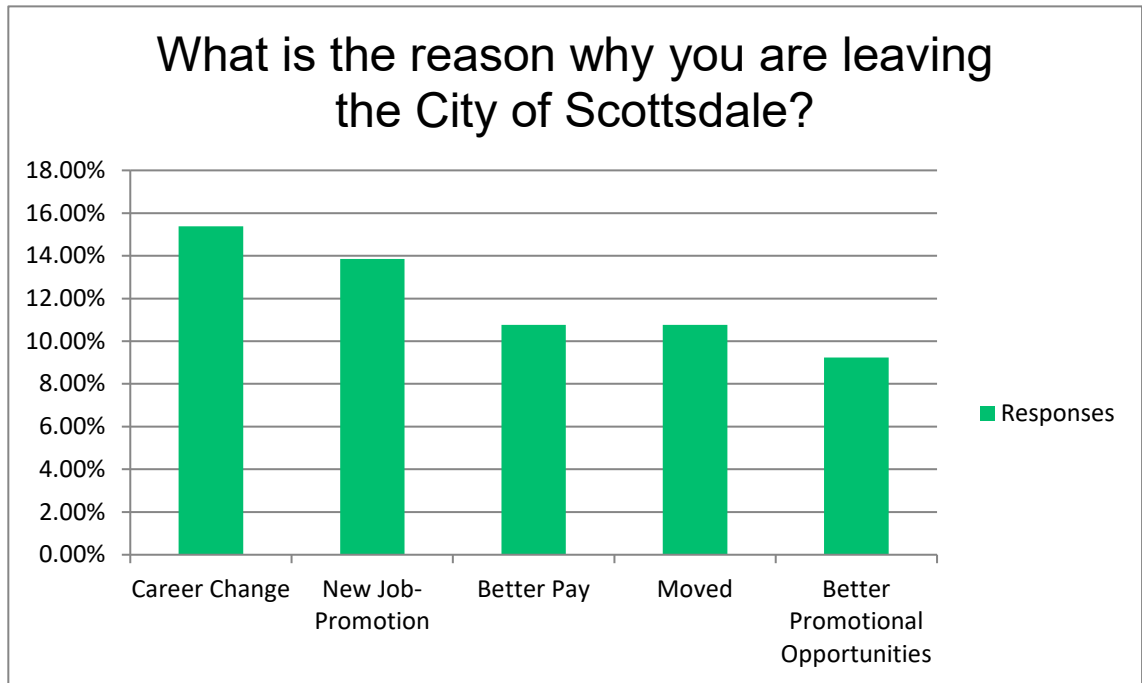Citywide Employee Turnover History
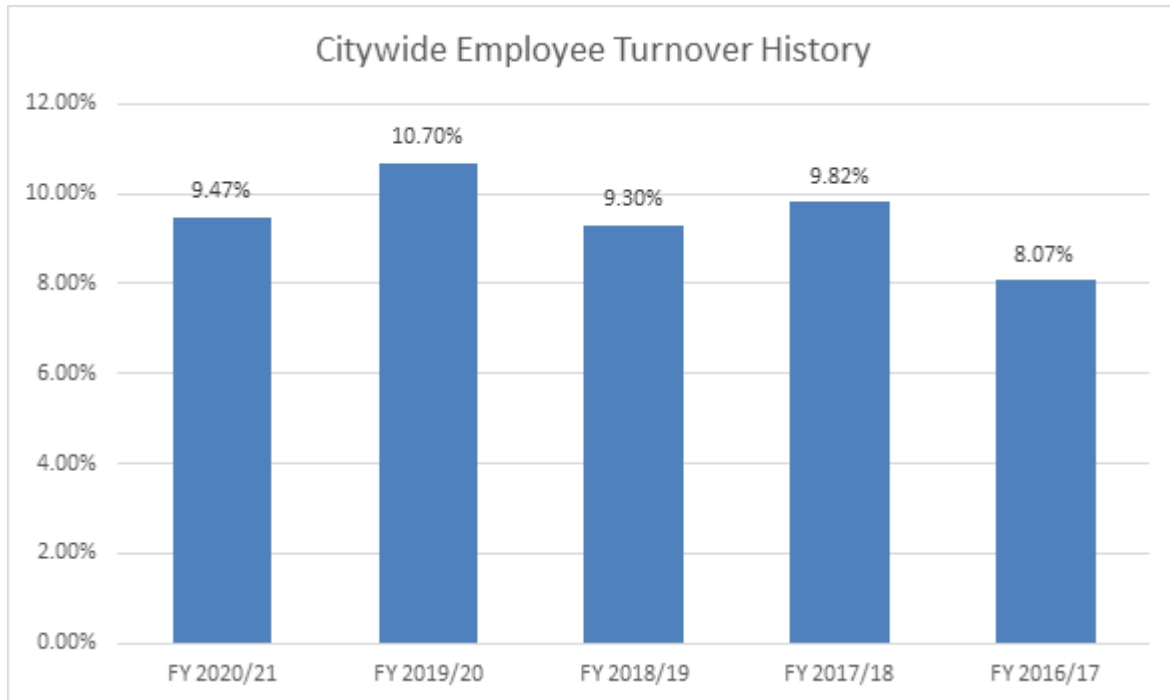
5.8 Length of Service of Separated Employees

Out of all the separations (voluntary, involuntary, and retirements) that occurred in FY 2020/21, the below information provides the length of service of the separated full-time employees, of which has not much changed from previous years. The largest percentage of separations are due to retirements. This further confirms the need to promote succession planning strategies and to prepare the workforce for upcoming retirements.

Length of Service	Number of Separated Employees	Voluntary	Involuntary	Retired	%
< 6 Months	31	24	7	0	16.94%
6 Months – 1 Year	22	19	3	0	12.02%
> 1 – 2 Years	27	25	1	1	14.75%
> 2 – 5 Years	25	25	0	0	13.66%
> 5 – 10 Years	19	16	0	3	10.38%
More than 10 Years	59	16	3	40	32.24%
TOTAL	**183**	**125**	**14**	**44**	**100.00%**

5.9 Exit Survey Summary

Employees who voluntarily leave employment are invited to take an anonymous online exit survey, so we may understand the reason for an employee's departure. Of the 125 employees who voluntarily left employment, 65 employees completed the survey and provided the information in the chart below. In the previous fiscal year (FY 2019/20), the top five reasons for leaving City service were (in order) "Better Pay", "Career Change" and" Personal Reasons" (tied), "New Job Opportunity", "Moved" and "Better Promotional Opportunities" (tied). The top five answers in FY 2020/21 are below.

Chart title: What is the reason why you are leaving the City of Scottsdale?

Legend: ■ Responses

Categories (x-axis): Career Change, New Job-Promotion, Better Pay, Moved, Better Promotional Opportunities
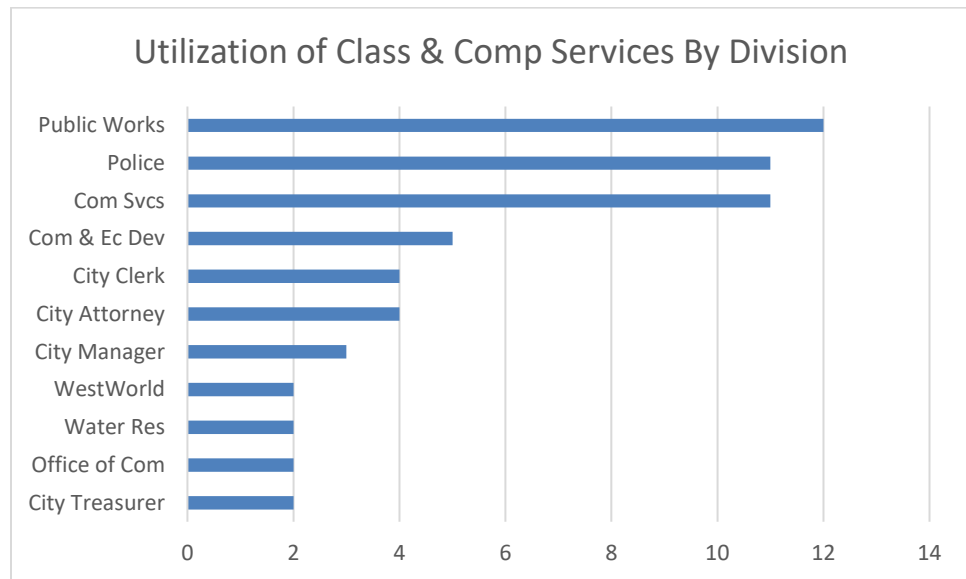
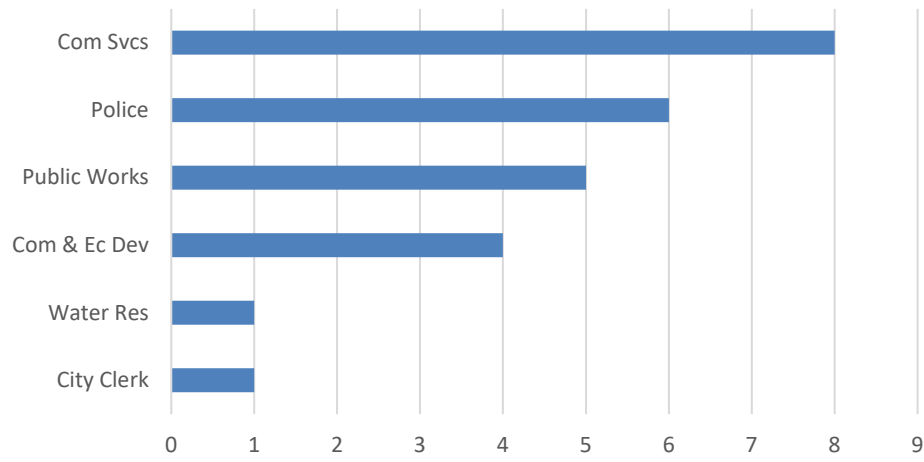## 5.10 Job Classification and Employee Compensation

Job Classification is the analysis of the various attributes in a job or position to include the minimum qualifications, essential job functions, and knowledge and skills required. As part of the ongoing classification process, job descriptions undergo an in-depth review by Human Resources with department management to ensure the information is current and correct.

Employee Compensation studies are conducted to ensure the organization is competitive with the relevant job market by analyzing and comparing job duties and salary ranges contained in the job descriptions. The City of Scottsdale traditionally compares its jobs and salary ranges to nine local, municipal comparators (Chandler, Glendale, Gilbert, Goodyear, Mesa, Peoria, Phoenix, Surprise, and Tempe). Depending on the type of job and industry, other comparators are also used. Sixty-five classification and compensation surveys were requested by various agencies and completed by HR in FY 2020/21.

There were a total of 58 job classifications and employee compensation actions in FY2020/21 which included job reclassifications (47), Fair Labor Standards Act testing (7), and job title changes (4). Below illustrates the utilization of these services in FY 2020/21.

Utilization of Class & Comp Services By Division

Upward Reclassifications

Department	Count
Com Svcs	8
Police	6
Public Works	5
Com & Ec Dev	4
Water Res	1
City Clerk	1

Lateral Reclassifications

Department	Count
WestWorld	2
Public Works	2
Police	2
Com Svcs	2
City Attorney	1

Downward Reclassifications

Department	Count
Public Works	3
City Attorney	3
Police	2
City Manager	2
Com & Ec Dev	1
City Treasurer	1
City Clerk	1