




Human Resources
ADMINISTRATION

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TO: David Whitaker, Director
FROM: Denise A. Starr, Human Resources Director 
DATE: March 23, 2023
RE: Responses to 2023-2024 Budget Analysis Memo

Thank you for the opportunity to respond to your questions for the Human Resources Department's FY2024 Budget.

1. There are several ARPA FTE's currently employed throughout the City, including 19 in HR. What services do these 19 ARPA FTEs provide in the current 2023 fiscal year? Beyond the current fiscal year, what is the plan for these ARPA employees in HR and in each department that currently employ these individuals?

a. As of February 28, 2023, there were 19 ARPA FTEs. Currently, there are 18 ARPA FTEs employed in the City's Human Resources Department provide the following services:

Strategic onboarding initiatives for ARPA hires - 2 FTEs

Job analysis and compensation studies initiatives - 2 FTEs

Strategic communication for branding and engagement - 1 FTE

Talent acquisition activities and Skills for Life support for ARPA hires - 13 FTEs

b. The Human Resources Department is dedicated to ensuring that each department has access to personnel with the appropriate skills when needed. As ARPA-related projects conclude, HR will leverage flight risk data and collaborate with learning partners such as LinkedIn Learning to prepare ARPA hires for upcoming opportunities. ARPA employees who are not matched with suitable positions will be off-boarded and offered outplacement services.

2. Now that hybrid work has become the norm, how is HR working to adjust City policies to adapt to this new work model? If yes, what are those new policies? If no, why?

The City of Detroit established a Flexible Work Arrangement Policy prior to the pandemic and was able to quickly pivot and support a hybrid work model. The City has been operating under this model for nearly 4 years and continues to analyze data to leverage opportunities and create new policies or modify existing policies as needed to accommodate the evolving landscape of work.

3. Since the pandemic, many industries have suffered from attrition rates that have hindered their operations. Overall, has the City of Detroit experienced a shortage of prospective new hires to backfill its vacancies in any areas? If so, what jobs and or departments and why?



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Unfortunately, the City has not been shielded from national trends of staffing shortages, ghosting of 15-50% (no shows depending on position), and high turnover rate (avg. 12% annually). There is no department or position that is not impacted by the current workforce trends.

There are, however, some operations that are directly impacted by staffing shortages. Specifically, Bus Drivers, CDL Drivers, Laborers, IT positions and skilled labor positions have presented the greatest hiring challenges.

HR is strategically aligning human capital and other resources to target these and other hard-to-fill titles. Market studies, union contract considerations, and on-the-spot hiring events are just a few of the methods HR employs to generate an increase interest in these jobs.

Additionally, HR is working to increase retention through various engagement strategies, recognition platforms, and new policies such as the Paid Parental Leave Program to retain top talent. The more we can retain, the less we will need to hire.

Finally, HR's Zeroed-In Analytics "Flight Risk" model allows HR to proactively pursue a retention strategy for talented employees who might be on the verge of leaving the City.

4. Currently, HR has eight vacancies. What are these vacant positions and how long have they been vacant?

There were 8 vacancies as of March 10th. As of March 24th, there are 6 vacancies within the Human Resources Department:

- **HR Assistant III - Recruitment:** *This position has been vacant since October, with approval received in late February. Recruitment activities are currently underway.*
- **HR Assistant II - Recruitment:** *Vacant since October, the requisition for this position was not submitted in case it was not approved for the next fiscal year.*
- **General Manager - Employee Services:** *This vacancy has been open since September, and a shortlist of candidates is currently progressing through the second phase of interviews.*
- **HR Specialist III - Employee Services:** *This position became vacant just a week ago, and efforts to fill it will commence shortly.*
- **Project Manager & Analytics Specialist III: Policy & Planning.** *This vacancy has been held open for inclusion in the Business Analyst Apprenticeship partnership with Apprenti, which will start on May 16th.*
- **Classification & Compensation Analyst 4 – Classification & Compensation.** *This position became vacant in August 2022 due to retirement. There is active recruitment.*



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5. Please explain the need for two additional positions in FY 2024.

The 2 additional positions (Classification Compensation Analyst III) in FY2024 are in the Office of Classification & Compensation.

The positions will provide additional skill and support to conduct citywide compensation market analysis and modeling to assist with upcoming contract negotiations, revised merit planning process and partnering with the OCFO.

6. What is the level of turnover savings budgeted in the department for FY 24?

There are no turnover savings budgeted for FY2024.

7. Please briefly detail the department's new expense initiatives, new capital funding requests, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented in FY 2024.

Classification & Compensation includes a \$400K increase, representing:

- \$95K for access to benchmark and market data through various data sources like PayScale, Mercer, and CompAnalyst. These tools, systems and surveys provide real time compensation information for various industries and jobs. The Class Compensation Team currently only has access to two surveys to compare current market rates to the City, determine comp-ratio's and evaluate equity to determine if an increase in salaries/pay-rate is required.*
- \$305K for 3 additional positions who will perform the above analyses by having access to qualified data and tools to assist in responding departments/employees in a timely and supportive manner, redesign compensation structures that support consistency and pay equity, administer general wage increases for FY24 and projected merit increases, perform broad pay analyses to ensure equity and appropriateness across departments, responds to requests with quality-informed data for decision-making, provide our employees in Class/Comp with tools they need in order to perform their jobs successfully.*

Talent Acquisition also includes one additional position at a total cost of \$60,035 to increase recruitment and hiring capacity.

There are no new revenue initiatives, new capital funding requests or savings proposals. However, HR significantly reduced our expenditures without sacrificing our service delivery.