



## HUMAN RESOURCES DEPARTMENT

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January 5, 2021

TO: Supervisor Acciavatti, Members of the Board of Trustees, Department Heads

FROM: Steve M. Duchane, Director of Human Resources

RE: Annual Employment Analytics, Perspectives and Prospectus for 2021

The purpose of this report is three-fold. First, it is a recap of changes and enhancements made to the personnel strategy and plan, as adopted in the annual budget, and the impact on township Human Resources. Second, it is a status reflection of key administrative program outputs and indicators of how the organization's human resource systems are performing. Third, it is a factual and analytical measure of how the staffing of the Township is producing results beyond the economic benchmarks and comparisons to the class of similar organizations.

### **An Updated and Clear Administrative Code**

As we begin the new year with the recently adopted budget and operations plan for 2021, several adjustments were proposed, confirmed, and have been incorporated into the Township Administrative Manual, HR Policies and personnel service model, and are addressed here. This follows Board Policy 2-2018. The Administrative Code and Plan is attached in PDF form.

First, a recap of the policies, with detail added by the Executive Personnel and Labor Committee. Minutes of the Committee meetings are provided to the Full Board. The Township Policies are available on all subjects via the employee portal on the Township website, <https://chesterfieldtwp.org/DocumentCenter/View/3880/HR-Policies-Manual?bidId>.

The appointment of Department Heads is by recommendation of the Supervisor, and confirmed by the Board of Trustees. (See HR Policy dated, August 25, 2020 - Recruitment and Hiring)

Managers and Coordinators are not Department Heads, although grouped in the management contracts. These positions are subject to hire according to the personnel regulations of Human Resources, approval of the Township Supervisor, and confirmed in the budget by adoption or amendment by the Board of Trustees.

### **Department Updates**

#### **Leisure Services/Administrative Services**

One Assistant in the Leisure Services Department has been re-assigned to Administrative Services for assistance in Township-wide communication functions, i.e., website, brochures, information distribution. This position's transition will continue to fill the needs of enterprise-wide service. This aligns with the Township goal of accurate, consistent and timely public information and transparency in local government.

Leisure Services is actively responding to the current legal restrictions on services within the combined personnel model that is rejuvenating and enhancing coordinated services from youth to senior activities. It is anticipated that with restoration of rights to provide healthy activity to the community, the department will level-up personnel resources to staff future demands. HR and Leisure Services have discussed plans for programming, and with labor's cooperation, we have refined current job duties to meet the need.

The funding for a position of Technology Coordinator will allow for the recruitment and appointment in the first quarter of 2021. A review of comparable agency services in select municipalities is attached.

### Public Safety

Human Resources will continue to work with the Public Safety Department to ensure recruitment, hiring and training are a complete, professional and comprehensive process, meeting all contemporary requirements for police and fire emergency services during these challenging times in our society. The 2021 Budget provides funding for two (2) patrol officers. New competitiveness in the public sector for law enforcement presents challenges that we will meet.

### DPW/Engineering/Facilities & Operations

Engineering, Public Works Water and Sewer, and the Facilities & Operations departments continue to be involved in a realignment study program of both right-sizing and re-alignment, ensuring the costs allocated to W&S and General Fund are supported with the best service outcomes. Facilities is planning to staff for an orderly transition of the cart program in 2021, with staff being deployed appropriately.

### Building/Planning & Zoning

Discussions are on-going with the Community Development Group Departments of Building and Planning & Zoning to align internal procedures to apply best practices which best address the positive and continuous commercial and residential growth in the Township.

### **Benefit Performance**

Many changes in benefit and compensation methods have been made over the past few years with new initiatives anticipated for 2021. This includes transitioning to the self-funding of Health Care. All the changes have led to recognition by the Arthur J. Gallagher Company in their most recent report. Based on their findings, the analysis describes key attributes of best-in-class organizations as in two profile groups, defined by excellence in:

- Healthcare Cost Control
- Human Resource Management (HRM)

Each group represents a total rewards philosophy and approach that's critical to outperforming other mid-size employers. The report also describes the strategies, tactics and programs that distinguish the best-of-the-best employers — the Township is one of the organizations that lead their peers in both healthcare cost control and HR management.

Concurrently over the past three (3) years, the Township reversed the unaffordable trend and took control of healthcare costs, reducing annual medical costs by over 1.4 million dollars with no decrease in benefits.

In 2021, our ratio of 3.69 employees per 1,000 population served, compares favorably with neighboring full-service municipalities (avg 4.01) as we re-align an effective government with a growing community.

In addition to a right-sized employee model, the management of the workforce is based on best performance benchmarks including:

- Our pension health according to the State of Michigan, is in the top 25% (84 of 112), 71% funding, of all municipalities and this budget provides full funding for current pension obligation including retirees and all other post-employment benefits as recommended the most recent reports of Gabriel Roeder and Smith, Township Actuary's.
- Emphasis on team member education and training continues building on last year's 1,817 training hours for general employees with numerous alternative delivery programs and a strong reinvestment in our most valuable organizational assets, our employees. Advancing into 2021, \$30,000 is provided for training of all general employees.

### **Organizational Development**

Detailed information may be found in the Township Guardian Personnel Tracking System summary reports attached.

Leadership Training Activities (formal)		116
Supervisory Training Programs (completed)		14
Training Hours	General Employees :	1,817
	Fire:	1,844
	Law Enforcement (In-House)*:	1,705

\*Law Enforcement training covered a wide range of topics i.e.; Dispatch, Firearms, Legal, Medical, Use of Force, Policy and Procedure.

Recognition reports initiated by Management	General Employees:	53
	Public Safety	160

### **Talent Development**

Recruitment of different job titles	20
Review of qualified applicants	750
Processing of new hires	38
Average time to fill vacancies	92 days
Employee Engagement Survey's	2

### **Safety Management**

The number of budgets monitored include, Human Resources/Shared Services Budget, Risk Management Funds, and Benefits Trust Funds.

Employees utilizing skills, or reporting change in behavior after attending training classes 45%

Workers' Compensation cases reported 13

Lost Time Incidents 4

Number of Auto/Accident Claims with comment from the Plan Manager

During 2020, the township reported 7 total incidents/claims. Of those 7 claims, one could be considered a "auto crash" and that would be the incident reported on 1/21/2020. The townships vehicle was hit by another person. Because the township self-insures all their non-emergency vehicles, many accidents are not reported to our plan administrator because they are not providing coverage to the vehicles for repair/replacement (comp/collision coverage). The only vehicles the plan would repair/replace would be the fire vehicles, which we insure at an agreed replacement value.

The Township has reported 19 claims/incidents from January 1, 2019 to December, 2020, and only these 4 claims had money distribution.

**Miscellaneous**

Number of Collaborative Department Projects and activities 5

Ratio of employee grievances per employee subject to grievances - CTWP vs. ICMA 0.00/100 compared to 1.47/100.

$165 \text{ (personnel)} \div 44,649 \text{ (population)} = .003695 \times 1,000 = 3.695 \text{ (personnel per 1,000 inhabitants)}$   
w/o Police Department 2.23.

# Incident Totals Report

## Chesterfield Township

1/14/2021

Category	Count
Absenteeism	0
Committees	4
Complaint - External	3
Complaint - Internal	1
Conversation Record	30
Counseling	4
Discipline Removed	0
Initiative	24
Insubordination	0
Motivator	0
No Call No Show	2
One-on-One Meeting	63
Recognition - Management	142
Recognition - Peer	91
Recognition - Public	31
Service Excellence	16
Suggestion Box	6
Suspension	2
Tardiness	0
Teamwork	46
Termination	0
Training - Completed	412
Training - Recommended	5
Training - Requested	34
Verbal Warning	4
Worker's Comp Injury	1
Written Warning	2
<b>Total:</b>	<b>923</b>