

TPW Workforce Solutions

The City of Fort Worth's Successful Employee Programs

Outline

- About the Group
- Workforce Challenges
- The Solution
 - Training & Recruiting
 - Recognition & Incentive
- Results
- Lessons Learned

Workforce Challenges

Employee Challenges

- Inflation – Quality of Life
- Changes In Management
- Vacancies Effecting Workload
- Private Vs. Public Sector

Organization Challenges

- Recruiting
 - Finding Qualified Candidates
 - Long Hiring Process, low success rate
- Retaining
 - High Turnover
 - Inability to Effect Salaries at Divisional Level

Employee Survey Highlights – Dec 2022

16%

Thought their Pay
was Fair Compared to
Other Public
Organizations

59%

Felt Recognized
When They
Contributed to the
Organizations
Success

62%

Were Satisfied With
Their Job

The Problem is Pin-Pointing the Problem

- There are Multiple Interconnected Challenges
 - Poor Retention Increases Recruiting Needs
 - Improving Retention Doesn't Necessarily Help Recruitment
 - Differentiating Cause from Effect
 - Some Challenges are Intangible
 - How do we address those?
 - No simple one-answer or easy solution

Our Hypothesis: The Solution is to Cast a Wide Net or Employ a Range of Solutions.



Training and Recruiting

CDL Training, Sign-On Incentives, and Expedited Recruitment Process

Sign-on Incentives

- In Nov 22 HR evaluated for “Hard to Fill” eligibility for Equipment Operators.
- HR reviewed:
 - Postings/year (>10), entry level high-turnover, pay, license, limited applicant pool.
- Final Determination of “Hard to Fill” position for Equipment Operators provided in Feb 2023
- Coordinated to Develop Guidelines
 - \$2,000 in Installments
 - Repayment schedule

Sign-On Incentive Guidelines

Purpose and Introduction

The purpose of this policy is to provide a guideline for sign-on incentives for eligible selected newly hired candidates accepting a full-time position with the City of Fort Worth.

The sign-on incentive is offered by the City to enhance the recruitment and retention of highly qualified job candidates with the competencies required in hard-to-fill and high turnover vacant positions that require a college degree by providing potential employees with a financial incentive to work for the City of Fort Worth. The decision to offer the sign-on incentive to a new employee is a determination that is made by both the hiring department and with the approval of Human Resources that is based on the position being hard to fill in the absence of an incentive, an organizational need, specific case justification, and budgetary limitations.

The City will comply with all applicable federal and state income tax withholding and Form W-2 reporting requirements for sign-on incentives.

To be eligible for the sign-on incentive, the selected candidate must meet the following conditions:


1. Full-time Position – The candidate must be assigned to a full-time, regular position with the City.
2. The sign-on incentive must be paid out of the hiring Department's budget.
3. The candidate must meet the minimum qualifications for the position to be eligible for the program.
4. Be a new hire to the City of Fort Worth.

For the purposes of this policy, the following terms are defined:

- **Hard to fill** - Refers to a position that has been designated by the Talent Acquisition division as hard to fill prior to posting because the position to be filled requires specialized training, experience and/or knowledge which is scarce or in high demand.
- **New Hire** - A person who is hired by the City of Fort Worth who has not previously worked for the City or is a current employee.

Criteria for Use by Department:

- The position must be designated as “Hard to Fill” by the Talent Acquisition division.
- All sign-on incentive requests will require approval by the HR Talent Acquisition Manager.
- Sign-On Incentives must be included in the initial job posting to be eligible for this incentive.
- The Sign-On Incentive amount on the job posting must be approved by the Talent Acquisition division and must be a whole number (i.e. no ranges) and meet the criteria outlined under the Sign-On Incentive Amounts.
- Changes to the Sign-On Incentive amount may not be made once the job posting has been advertised.
- A signed repayment agreement is required for each individual receiving the Sign-On Incentive and must be sent to the appropriate Departments for processing as outlined in the Sign-On Incentive Process job aid.

 Revised January 19, 2023

CDL Training Program

- Requirements to obtain a CDL changed in Feb 2022
- Organization Vacancies reached its highest at 23% on July 2022.
- Several Organizations were developing different training programs
- Undertaking the budget process to acquire funds concurrent while policy and development coordination took about 1.5 years.

City of Fort Worth Human Resources Department		
SUBJECT: Entry Level Driver Training (ELDT) Program Guidelines		
Effective Date: 08/16/2023	Updated: N/A	Review Date: Annual Review
Prepared By: Human Resources Business Partners Division	Approved by Human Resources Director: <i>Diana M. Gordon</i> <small>Diana M. Gordon, Director, Human Resources Department</small>	

Entry-Level Driver Training (ELDT) Program Guidelines

Purpose and Introduction

The purpose of this policy is to outline the standards for employees participating in the City of Fort Worth's Entry-Level Driver Training (ELDT) Program. Federal law requires individuals who are pursuing their initial Class "A" or Class "B" Commercial Driver's License (CDL) to attend and pass a federally approved training program. To meet this requirement, the City offers third party vendors to teach employees the required theory and behind-the-wheel training.

The City is offering the ELDT to incentivize employees and offer job growth. Departments will manage and fund the ELDT for those employees interested in participating in CDL training. The decision to offer ELDT is a determination made by both the department and the employee, and is based on department need, position requirements, and budgetary limitations.

To be eligible to attend ELDT, the employee must meet the following conditions:

- Must be a full-time employee participating in the City's retirement fund. Reduced schedule, part-time, temporary, or seasonal employees are not eligible;
- Employees cannot currently be on disciplinary probation or have received a Performance Improvement Plan (PIP) during the most recent performance appraisal;
- Must have the approval of their supervisor and Human Resources (HR) Risk Management;
- Cannot have any outstanding amounts on previous tuition reimbursement overpayments;
- The employee agrees to a two (2) year employment commitment to the City of Fort Worth; Employee agrees to payback a pro-rated portion of the cost of training if they separate employment voluntarily or involuntarily.

Length of Commitment	Reimbursement
0 days to 365 days	100% repayment due
366 days to 24 months	50% repayment due
More than 24 months	0% repayment due

Funding Request

CDL Training and Sign-On Incentive Pay for TPW

Problem:

- Inability to fill CDL required positions.
- As of February 7, 2022, all CDL applicants are required to complete Entry-Level Driver Training (ELDT) by the Federal Motor Carrier Safety Administration.
 - 100 hrs. of CDL in-classroom training
 - 100 hr. of behind-the-wheel training
- 24 current employees/open positions within TPW are in need of this training

Solution:

- Ability to provide ELDT training for all CDL required positions.

Funding Need:

- Initial \$337,000 and recurring \$208,000 for all divisions of T/PW

Benefits of Funding:

- Enhance the recruitment and retention of highly qualified candidates
- Maintain Service Level



020-10100_52001- Change Request ID 336

- Combined Recruitment Funding Request for CDL Training With Sign-On Incentive
 - Emphasized Additional Benefits
 - Ability to Promote Internally to Hard to Fill Positions, repayment requirements support retention, provides a broader pool of candidates, shows investment in field staff.

Expedited Recruitment Process

- Previously we lost candidates due to an average 32 day Time To Offer (TTO)
- New Process recommended by HR:
 - Posting remains open
 - Applicants sent to hiring manager twice a week.
 - Interviews scheduled weekly with rotating panelists.
 - Made weekly offers.
- Provided quicker engagement with candidates.
- Collective effort everyone buys into, increased effort required.



Employee Recognition and Pay

Certification Incentive Pay, On-call Pay, Recognition Wall, and Emergency Response Recognition

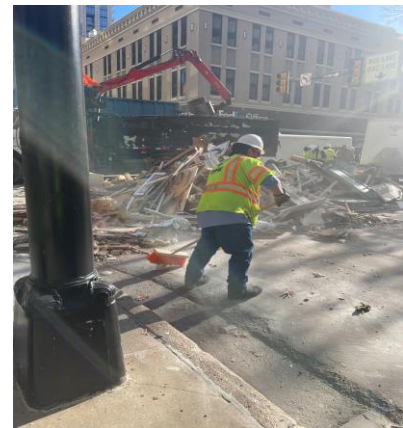
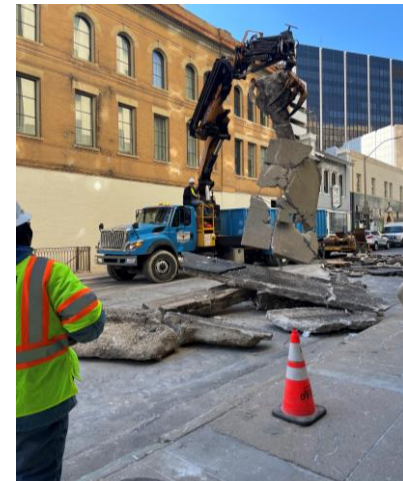
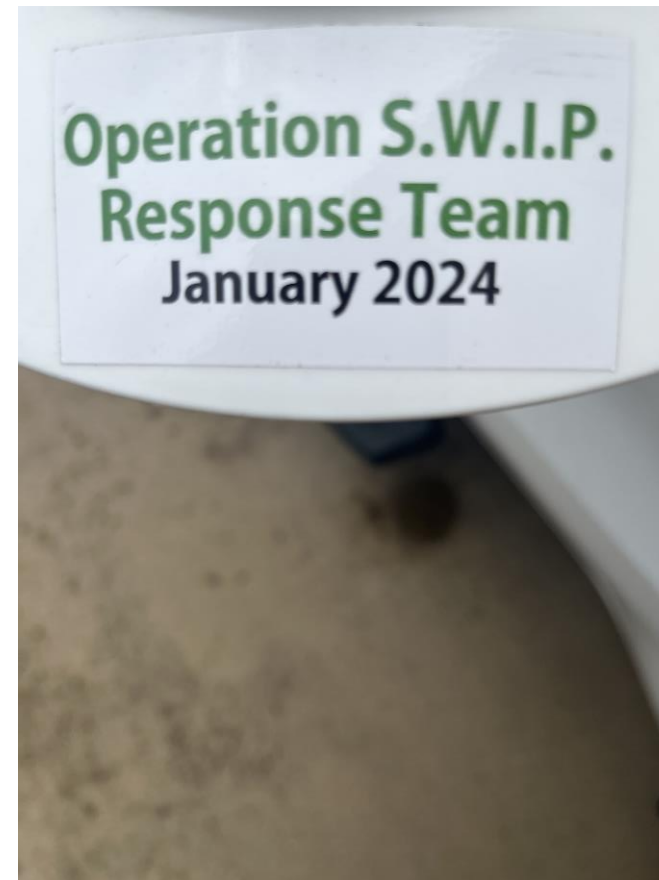
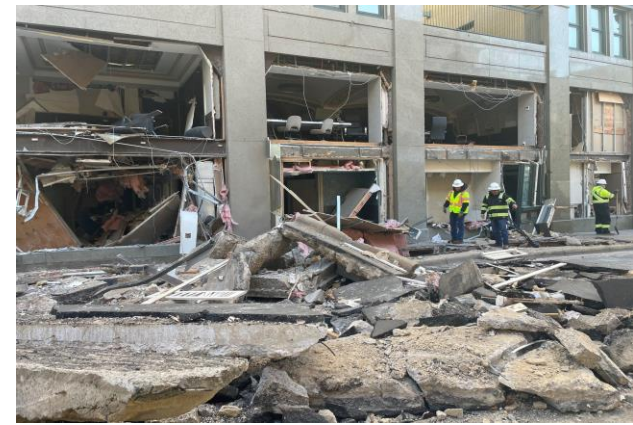
Recognition Wall

- Reinstated a wall of employee photos recognizing them for their years of service to the city at each office
- Setup a frequency to updating the photos every year in December.



Emergency Response

- Started a new recognition of employees who participate in providing emergency response services
 - Inexpensive Hard Hat stickers representing service during an impactful event for Fort Worth
 - First hard hat sticker was for “Operations S.W.I.P.”
 - Sandman Hotel Explosion, Wind Storm, Ice Event, Parades simultaneous service.



Certification Incentive Pay (CIP)

- Our survey results showed employees didn't feel pay was fair or recognized their contributions to the organizations success.
- Certification Incentive Pay is a way to address both components in one employee program.
 - Win-Win Program that benefits the organization by elevating workforce capabilities and provides ongoing pay to individuals who further their technical contributions.
- HR piloted it through Property Management Department which delayed implementation.
- Currently getting Division's guidelines approved and seeking funding.

Certification Incentive Pay Considerations

Certification	Monthly	X12 (annually)	possible candidates	Total cost
CDL	\$150.00	\$1,800.00	6	\$10,800.00
Pesticide Lic.	\$150.00	\$1,800.00	2	\$3,600.00
PACP (CCTV) Lic.	\$150.00	\$1,800.00	4	\$7,200.00
Equipment DCO	\$150.00	\$1,800.00	7	\$12,600.00
AM Cert.	\$100.00	\$1,200.00	2	\$2,400.00
APWA Cert.	\$80.00	\$960.00	4	\$3,840.00
CESSWI Cert.	\$80.00	\$960.00	2	\$1,920.00
~Total CIP Cost				\$42,360.00

- Determine organizational certification needs
 - Types that benefit the group performance
 - Number of Qualifying Employees
 - Limited Need for Certification
- Estimate budgeting need
 - Evaluate difficulty of obtaining and performing requirements of the certifications and adjust as fitting.
 - Include full burden

Proposed On-Call Pay

- Compensates employees \$3/hour for being on-call after hours
- Mandatory impact to employees creates challenges to staff on-call rotation.
 - Unable to go far from work (30 minute response time)
 - Prohibits participation in a lot of activities
- HR completed a pilot program with property management division before offering the program to other departments, targeting Spring 2024.
- Currently developing our divisions policy and seeking funding

Funding Request

Employee Retention

Problem:

- Recruitment Efforts have doubled our successful hires, now 47% of Equipment Operators hired April23 to April24, problem is vacancies are continuing because of turnover.
- Surveys indicate that pay, moral, and work-life balance are the cause for people leaving.

Solution:

- Fund Participation in new options HR programs including Certification Incentive Pay (CIP) and On-Call Pay
- Fund HR recommended equity increases for tenured employees and consistent supervisor pay across departments.

Funding Need: \$579K Reoccurring for Two Divisions

- CIP -\$100K , On-Call -111K , Reclass - 134K , Equity – 234K
- Split by Division: TM=\$181K, Street Ops=\$398K

Benefits of Funding:

- Increase moral and recognition while decreasing turnover of field positions.
- Improved quality by retaining valuable institutional knowledge and skills.
- Cost Savings Long-term
 - Cost to Hire and Train New Employees = \$16,990
 - Cost per employee in this package =\$5,215

020-10100 - Change Request ID 169



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Results

- Results are hard to Isolate to one particular program, since we change multiple interrelated programs.
- Results are for non-piloted programs that have been implemented.
- The Implemented programs were successful.

**Reduced vacancy rate
by 23% to current 12%**

TPW Offers – Before & After

February 2023

- Implemented new recruiting strategies:
 - Sign-On Incentive
 - Expedited Recruitment Process
- Time to Offer:
 - Reduced from 32 business days to 22 business days.
 - Job Fairs had 4 day TTO

	Equipment Operator Offers Made	Monthly Average # of Offers
Previous 21 months (Apr. 2021 - Jan. 2023)	49	2
This Year (Feb. 2023 - April 2024)	95	7

TPW Hiring Stats - Before & After

- Positive results in less time: Total Offers & Hires Increased over 200%
- Significantly more Applications and Offers made with Sign-on Bonus
- Interestingly our Offer Acceptance Rate went down, this may be due to unrelated job market issues like increased competition.
 - We can check this by comparing our numbers with external departments.

	Total Offers Extended	Total Hires	Hires Per 12 Months	Offer Acceptance Rate
Previous 21 months (Apr. 2021 - Jan. 2023)	49	34	19.43	69.4%
This Year - Without Sign-on Incentive* (Feb. 2023 - April 2024)	13	10	46.29	48.7%
This Year - With Sign-on Incentive (Feb. 2023 - April 2024)	82	44		

*Offers with no sign-on was due to eligibility requirements not met

TPW Compared to Other Departments

- Data indicates we are still getting 50% more offer acceptances this year than other departments.
- Increased Competition factors could include
 - low unemployment
 - Inflation and private sector pay

	TPW Department	Other Departments
Hiring Statistics (Apr. 23 – Apr. 24)	Equipment Operators	Equipment Operators
Number of Positions	62	68
Number Hired	29	15
Percentage Hired	47%	22%

Employee Survey Results

DEC
2022
Survey

16%

Thought their Pay was Fair Compared to Other Public Organizations

59%

Felt Recognized When They Contributed to the Organizations Success

62%

Were Satisfied With Their Job

Jan
2024
Survey

26%

Thought their Pay was Fair Compared to Other Public Organizations

71%

Felt Recognized When They Contributed to the Organizations Success

72%

Were Satisfied With Their Job

Lessons Learned

- Essential to have great HR partners that are proactive and want to help.
- Getting Support from Leadership for Funding requires data on impacts, benefits and cost-savings.
- CDL Training Program would have been more effective if we had training positions prior to implementing it.
- Piloting in one Department helps avoid issues
 - Make sure pilot has a firm end date to stop and roll-out to others.
- Select Employee Survey Questions to help determine what initiatives are right for your workforces challenges, and provide results for qualitative initiatives.

Questions?

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