



**Human Resources**  
ADMINISTRATION

Coleman A. Young Municipal Center  
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**To:** Councilmember Latisha Johnson  
**From:** Denise Starr, Director of Human Resources Dept  
**Date:** March 28, 2025  
**Re:** Responses to 2025-2026 Human Resources Budget Analysis

*Denise Starr*

Please find below responses to your questions sent on March 24, 2025, regarding the Fiscal Year 2026 Proposed Budget for the Human Resources Dept.

**1. How many non-union employee grievances were filed in the last fiscal year? How many staff does HR employ to handle these grievances?**

**2024**

- 2 civil service hearings were held.

**2025 (year to date)**

- 1 civil service grievance is currently being scheduled.

There are 2 FTE's that support the administrative and professional services support of the non-union grievance process.

**2. HR has developed programming to address the needs of city residents. What programming was conducted in District 4 during the last fiscal year, and how is HR meeting the needs of the district?**

While the Human Resources Department does not directly provide programming or services to residents in the way that some other departments might, we are deeply engaged in supporting the community—both in District 4 and across the city—through our core mission: hiring and retaining a strong, responsive workforce to serve Detroiters.

Over the last fiscal year, we participated in several job fairs and hiring events in collaboration with faith-based organizations, nonprofits, and community partners. In 2024, we had 7 events in District 4 at MiSide, Project N.O.A.H, Matrix Human Services (3 events) and Payne Pulliam (2 events). So far, in 2025, we have had 3 events in District 4 at Matrix Human Services, Payne Pulliam and one at Ross Career Center. We also engaged with residents through community meetings and informational sessions throughout the year to share employment opportunities and gather feedback.



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Beyond that, HR supports the community by ensuring City employees—who serve residents every day—are well-equipped through competitive medical benefits, employee wellness initiatives, professional development opportunities, and a strong focus on employee engagement and retention. By investing in our workforce, we help ensure high-quality service delivery to all Detroiters, including those in District 4.

**3. In 2022, the city implemented a flexible work schedule policy. How many employees utilize a flexible work schedule, and has HR recorded any impact of this scheduling on employees' wellbeing?**

We've received consistent feedback that our flexible work and Paid Parental Leave policies help us attract and retain top talent. These offerings give the City a competitive edge in recruiting, especially for high-quality candidates seeking work-life balance. Notably, our flexible work policy was established prior to the pandemic and had already been successfully implemented in several departments.

In the current fiscal year, 479 employees have been approved for flexible work arrangements.

It's important to note that flexible work isn't limited to remote work—it also includes adjusted schedules and other approaches that allow us to better meet both employee needs and the needs of the residents we serve.

**4. Is HR planning to implement any pilot programs in the near future? Are there any funding needs for any pilot programs at this time?**

Talent Development & Performance Management will pilot the Learning Management System (LMS) module in UKG. No additional funding is required for this initiative.

**5. Has HR done any research on the impact of in-person vs. remote work on the city's services? Have there been any noticeable changes post pandemic?**

We regularly receive feedback from newly hired employees, engagement survey responses, and exit interviews indicating that work-life balance is a top priority for our workforce. Flexible work options continue to be a key driver of employee satisfaction and retention. Many employees cite flexible work as a major factor in choosing to join, and remain with, the City.



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**6. How do we encourage public-facing employees to participate in wellbeing courses? Our office gets complaints that some of those employees have bad attitudes. Can there be a strategic focus on targeting these individuals for wellbeing courses?**

HR Employee Consultants collaborate with department leadership and employees to address various employee relations matters, such as conduct, conflict, performance and work-life balance. We also partner with our Employee Well-being provider, Health Management Systems of America (HMSA), to offer targeted training on stress management, mental health, and work-life balance.

To ensure employees have access to necessary resources, we distribute monthly collateral outlining how to connect with HMSA's 24/7 support hotline for immediate mental health assistance. HMSA representatives engage directly with employees, discussing topics such as mental health awareness, conflict resolution, and resilience. We emphasize self-care education for managers, equipping them with the tools needed to support their teams effectively while maintaining their own well-being. Our goal is to foster a workplace culture that prioritizes employee wellness, professional and personal growth resulting in enhanced customer service and increased productivity.