



**DRIPPING SPRINGS**  
Texas

**Date: August 13, 2024**

**To: Mayor Foulds & City Council**  
**From: Michelle Fischer, City Administrator**

**Re: Proposed Human Resources Director Job Description**

I am proposing the creation of a Human Resources Director position in Fiscal Year 2025. If approved, the job description for the People & Communication Director will need to be revised. Both draft job descriptions are attached.

WHY THE POSITION IS NEEDED

As we grow, the volume of administrative tasks related to employee management increases. An HR Director is a strategic move that will significantly enhance our operational efficiency and employee satisfaction, helping with recruitment, onboarding, employee relations, benefits administration, and compliance with employment laws. This role is essential for managing the increasing demands of our growing workforce, ensuring that HR processes are streamlined and effective. The addition of an HR Director will support our growth, help maintain high employee morale, and ensure legal compliance, thereby contributing to our long-term success. This is especially important as we grow and because our organization is in several different locations.

Another reason is moving all the recruitment duties being done by the Executive Assistant to this position. Currently, the Executive Assistant is collecting and distributing resumes to department heads and City Administrators.

The HR Director will also schedule interviews, maintain applications and interview questions and scoring documents, draft employment offer letters for the City Administrator or designee, and send offer letters. These tasks are currently performed by department heads and City Administrators. By moving these duties to the HR Director, we will have a clearer picture of what is working and what isn't in job searches, with all recruiting processes done through one department/person. Additionally, the processes will be more efficient and documents better managed and maintained.

The HR Director position can also help with succession planning for the City by working with City Administrators and department heads to identify high-potential employees, facilitate training and development programs, and maintaining up-to-date records of employee performance and career aspirations.

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I would also like the HR Director to be involved in employee training. We need to do a better job of offering in-house training to employees on a regular basis. There are many kinds of training that multiple departments can benefit from having. The HR Director can plan and coordinate training with department heads, notify employees of such training, and document employee participation in the training.

The People & Communications Director's responsibilities have significantly grown. When human resources duties were added to the job description in 2022, there were 43 regular employees. Now there are 63 with 2 more positions proposed for 2025. There were also around 40 seasonal and intermittent employees this current year. The position now oversees the Visitors Bureau and has been tasked with more communications and marketing projects than ever before, such as Stars of Dripping Springs, Winter Wonderland, Songwriters Festival, and an overall Christmas Holiday themed umbrella marketing program for various events. There has been a large turnover of Founders Day Festival commissioners, and the People & Communications Director is expected to play a more active role in promoting and obtaining sponsorships for the festival.

The People & Communications Director will still have responsibilities related to Culture and Employee Engagement. She will continue to oversee internal communications, which include branding, core values, and an audience made up of employees, management, and city officials. Lisa is very good at these things and wants to continue to oversee them. Some of these things will need to be coordinated with the HR Director.

The compliance and personnel issues would be under the HR Director. These issues are related to duties that would be better performed by an HR Director trained in them.

I discussed the proposed HR Director and revised People & Communications Director job descriptions with our HR Consultant Kerry Garman. He is supportive of these two positions and reviewed the job descriptions. He advised that it will be critical to make sure the two employees understand their roles and work together well. He has seen similar positions work well within an organization. Lisa is confident that she will be able to do this.

The City Attorneys assisted in the drafting of the HR Director job description and revision of the People & Communications Director job description. The Deputy City Administrators have reviewed the job descriptions and support the creation of the HR Director position and revised People & Communications job description.

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Deputy City Administrator Shawn Cox investigated the salary for HR Directors in our area and at similar cities. He recommends the HR Director position range be posted with an annually salary range of \$100,000 to \$120,000.

If an HR Director position is not created, I recommend we increase the responsibilities of the Administrative Assistant/Receptionist to assist with HR administrative duties and raise her pay accordingly. The Executive Assistant, department heads, and City Administrators would continue to assist in some HR duties. The People & Communications Director has had to put in a lot of comp time to perform her duties and having the Administrative Assistant would help greatly (current balance for comp time is 131.5 hours and vacation is 136.2 hours). Doing this sooner, rather than later, would be important, if this is the direction the city goes, so that she could assist the People & Communications Director with the upcoming employee benefits enrollment period.

Please let me know if you have any questions about the proposed HR Director position.

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