Employee Relations Department

Anchorage: Performance. Value. Results

Mission

Develop and maintain programs that efficiently and effectively attract, develop and retain qualified employees to provide and support municipal services in accordance with federal, state and municipal law.

Core Services

- Define position requirements, assure appropriate compensation and recruit qualified employees. (Employment Division)
- Assure accuracy and security of employee information and administer personnel actions. (Employment Division - Records)
- Negotiate, interpret and administer collective bargaining agreements and personnel rules. (Labor Relations)
- Advise directors, managers and supervisors with respect to employee rights and management responsibilities and assist in resolving grievances and conflicts. (Labor Relations)
- Efficiently operate health and welfare programs that attract and retain qualified employees, promote productivity and wellness, minimize time loss and that assist employees in achieving financial security in retirement. (Benefits Division)

Accomplishment Goals

- Attract and retain a productive, qualified workforce while adhering to all federal, state and local laws, regulations and agreements.
- Centralize and streamline administrative functions to improve performance and conserve resources.

Performance Measures

Progress in achieving goals shall be measured by:

Measure #1: Number of material actions requiring correction as a result of audits or arbitrations.

2012 Audits:

Incentive Pay Plan – 6 findings

Police and Fire Retiree Medical Trust Two-Year Review – 2 findings

2013 Audits:

PERS Audit – 6 findings; 5 resolved; 1 outstanding

2014 Audits:

- Audit of IAFF member payroll 1/2012 – 12/2013 completed October, 2014. Material discrepancies identified. Payroll to complete disbursements 3/15.
- FBI Fingerprint regulatory compliance. No material findings
- PERS 2014 GASB 68 Audit. No findings.
- Operating Engineers Local 302, Health and Retirement Trust. Audit information provided 9/17/2014. Results pending.
- Police and Fire Retiree Medical Trust. Internal Audit found that "Organization Placement of the Administrative Position Should be Clarified." Director recommended consolidation of PFRMT and Police and Fire Retirement Trust. Referred to the Municipal Attorney. AO 2014-151 consolidating functions Introduced 12/14. Pending Assembly action.

Employment Division
Employee Relations Department

Anchorage: Performance. Value. Results.

Purpose

Attract qualified individuals to fill vacant positions within the Municipality and administer all personnel actions during their term of employment. Provide for a position classification system that describes duties and responsibilities, establishes qualifications, groups them into like categories (class series), and determines appropriate pay ranges. Administer and maintain the official system of record for municipal employee personnel and medical information.

Direct Services

Employment and Classification is responsible for:

- Developing and sustaining a fair, efficient, effective, transparent, and equitable recruitment, selection, and hiring process.
- Locating sources of qualified manpower to meet the needs of the Municipality.
- Maintaining and administering a fair and objective system for classifying jobs/positions.
- Creating and maintaining pay grades for comparable work across the Municipality.
- Administering employee records.
- Assuring compliance with associated laws, regulations and contractual agreements.

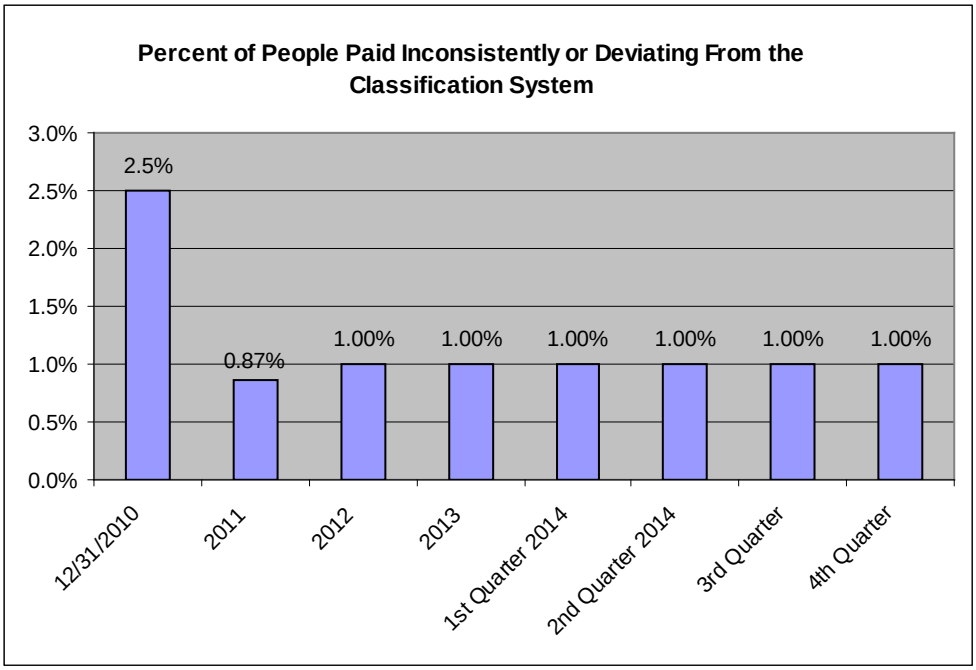
Accomplishment Goals

- Improve the administration, consistency, and accuracy of the position classification system.
- Improve the pool of qualified candidates available to fill Municipal positions.

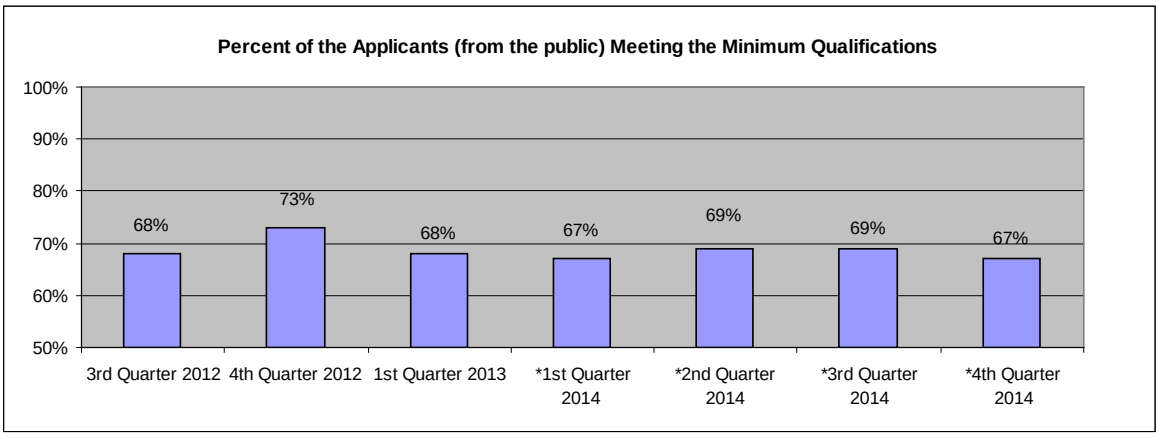
Performance Measures

Progress in achieving goals shall be measured by:

Measure #2: **The percentage of employees who are paid inconsistently with established classification standards.**



Measure #3: **Percent of applicants meeting or exceeding position qualifications as a proportion of total applications received.**



*Results impacted by Police Academy Recruitment

Labor Relations Division
Employee Relations Department

Anchorage: Performance. Value. Results.

Purpose

Negotiate, administer and interpret collective bargaining agreements and Municipal Personnel Rules.

Direct Services

Labor Relations is responsible for:

- Negotiating, interpreting and administering nine (9) collective bargaining agreements and the Personnel Rules (AMC 3.30) covering all Municipal employees.
- Responding to formal employee grievances.
- Administering the controlled substance abuse program.
- Providing training and consultative guidance to managerial and supervisory personnel on contract administration and other labor relations matters.

Accomplishment Goals

- Negotiate fiscally responsible collective bargaining agreements with economic terms that do not to exceed average 5 year CPI.
- Negotiate and administer collective bargaining agreements that maximize management flexibility.

Performance Measures

Progress in achieving goals shall be measured by:

Measure #4: Average overall cost of economic terms of each collective bargaining agreement.

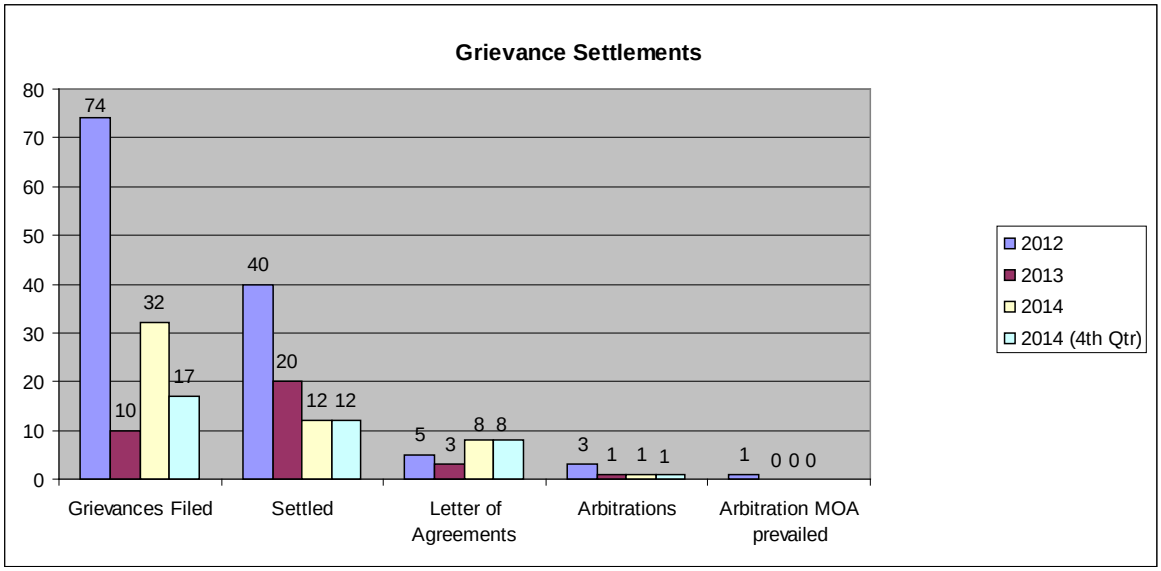
2013

- Average Anchorage CPI-U ending 2012 is 2.6%
- Average economic terms for negotiated CBA's: 2.36%
  - IBEWM 2.2%
  - TMS 2.3% (LOA benefits only)
  - AMEA 2.9% (LOA econ package)
  - Plumbers 1.6% (LOA benefits only)
  - L71 2.8% (CBA)

2014

- Average Anchorage CPI-U ending 2013 is 2.3%
- Average annual economic terms for the following CBA's:
  - 302 Operating Engineers 2.3%
  - AMEA 2.9% (CBA-includes economic terms from LOA above)
  - Teamsters 2.5% (CBA-includes benefits LOA above)
  - Plumbers & Pipefitters 2.7% (CBA-includes benefits LOA above)
  - IBEW 1.9%
  - IBEW Technicians 2.5%

Measure #5: Number of arbitrations in which the MOA prevails preserving management rights.



Benefits Division
Employee Relations Department
Anchorage: Performance. Value. Results.

Purpose

Develop, maintain and administer cost effective and competitive employee benefit programs.

Direct Services

- Health and wellness benefits administration
- Retirement benefits administration
- Employee benefit program development and analysis

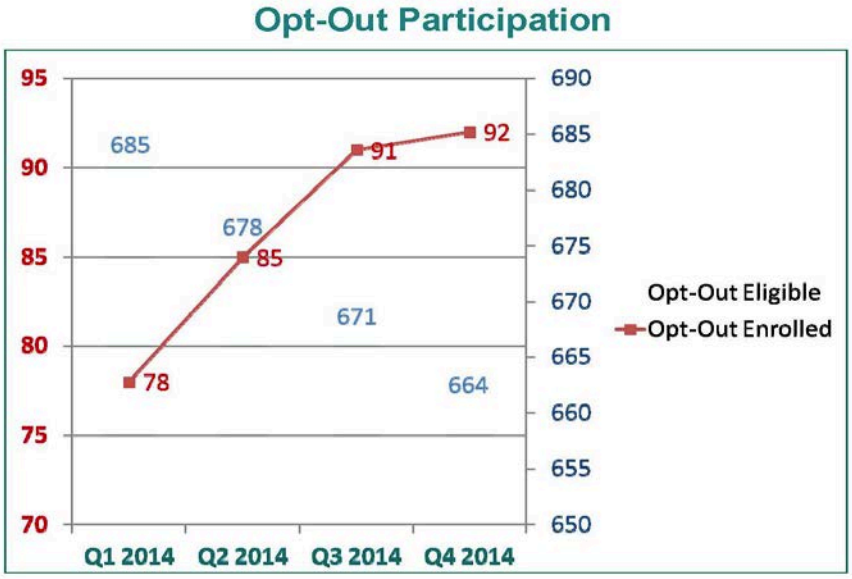
Accomplishment Goals

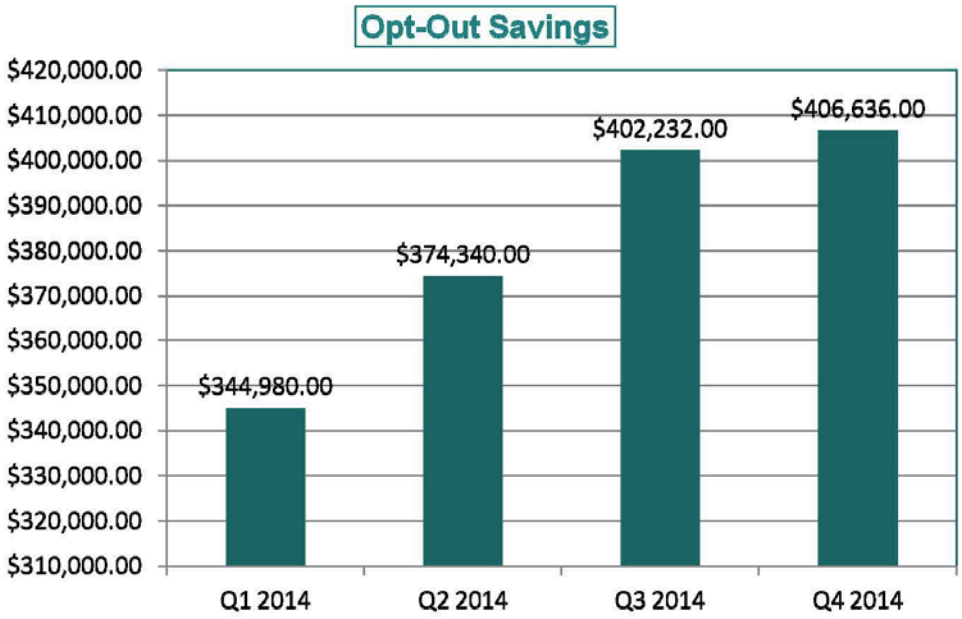
- Leverage technology to provide employees with self-service access to administrative information and processes.
- Develop meaningful and cost effective employee benefit options.

Performance Measures

Progress in achieving goals shall be measured by:

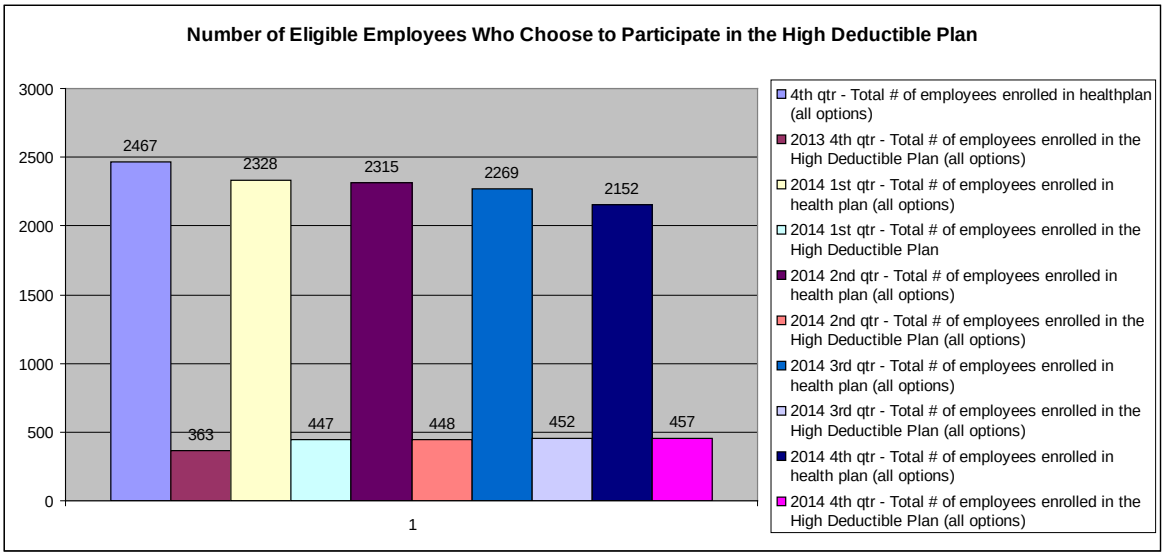
<u>Measure #6:</u> Number of eligible employees with other health care coverage who choose to participate in the Opt-Out Program.





Total Opt Out Savings for 2014: $1,528,188

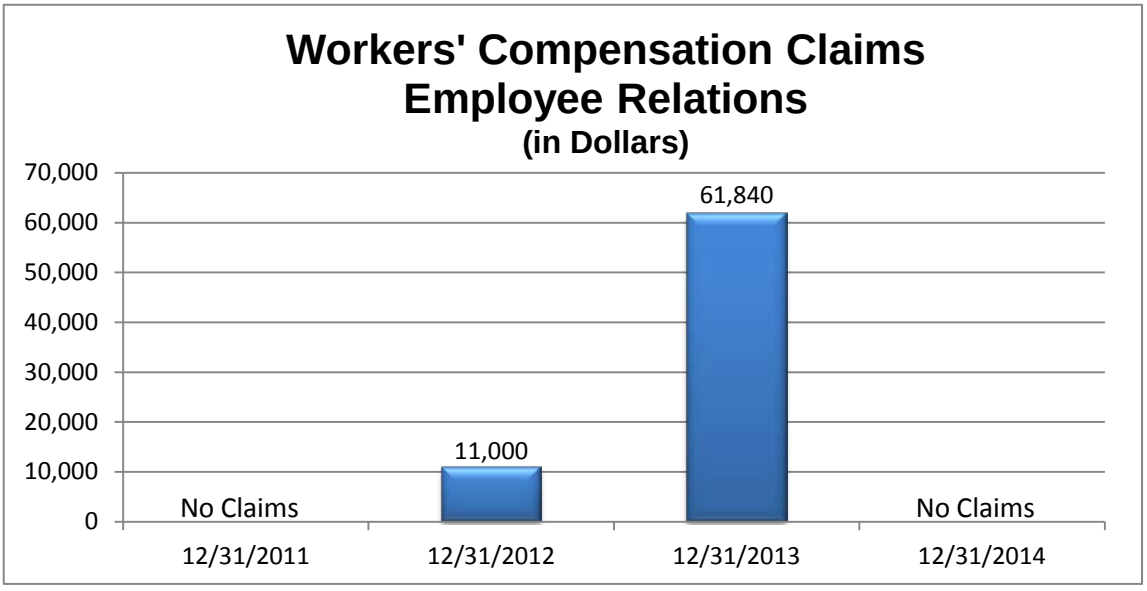
Measure #7: Number of employees selecting the High Deductible health plan option.



PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



No data for second quarter of 2013, changing to a new record keeping system

Performance Measure Methodology Sheet

Employee Relations Department

Measure #1: Number of material actions requiring correction as a result of audits or arbitrations.

Type

Effectiveness

Accomplishment Goal Supported

Attract and retain a productive, qualified workforce while adhering to all federal, state, and local regulation and agreements.

Definition

Measure success in complying with terms and requirements of employment related regulations and contracts.

Data Collection Method

Internal and external audits, arbitration outcomes, settlements and lawsuits

Frequency

Produce an annual report that consolidates summary findings of audits, arbitrations and settlement outcomes.

Measured By

Director with inputs from each division and consolidated by Executive Assistant into an annual report.

Reporting

Information will be reported as part of an annual overview of Employment Related measures.

Used By

Employee Relations, HR Advisory Board, Mayor, Assembly

Performance Measure Methodology Sheet

Employment Division
Employee Relations Department

Measure #2: The percentage of employees who are paid inconsistently with established classification standards.

Type

Effectiveness

Accomplishment Goal Supported

Improve the administration, consistency and accuracy of the position classification system.

Definition

Track and monitor progress in reducing the number of salary and position exceptions.

Data Collection Method

Calculating the number of employees whose salary or employment information has been manually overridden in PeopleSoft.

Frequency

The measurements will be taken annually.

Measured By

The Classification Analyst will develop and run queries identifying all salary exceptions that are being manually overridden in PeopleSoft.

Reporting

The Employment/Classification Manager will develop and maintain an annual report in Excel which identifies the salary exceptions by department, bargaining unit, job title, pay range, and salary exception along with the justification. The spreadsheet will be available to department directors and the Executive Management Team.

Used By

The Employment/Classification Manager will use the information to determine when to conduct position and/or salary analysis and/or surveys to resolve perceived salary disparities and make any necessary recommendations for changes/adjustments to the effected position classifications.

Performance Measure Methodology Sheet

Employment Division
Employee Relations Department

Measure #3: Percentage of applicants meeting or exceeding position qualifications in proportion to total applications received.

Type

Effectiveness

Accomplishment Goal Supported

Improve the pool of qualified candidates from which to fill vacant Municipal positions.

Definition

Calculate the percentage of qualified applicants resulting from recruitment efforts and in relation to total applications received.

Data Collection Method

The number of qualified applicants by the position classification from the previous quarter along with the recruitment sources will be identified.

Frequency

The measurements will be taken quarterly.

Measured By

The Employment Analysts will be identified, implement, and record the additional agencies, organizations, and events from which qualified applicants are being recruited. Additionally, the Employment Analysts will produce reports from the on-line application system to identify the recruitment source of applicants and the number of qualified applicants by position classification.

Reporting

The Employment/Classification Manager will develop and maintain a quarterly report in Excel which provides the increase in agencies, organizations and events and information from the on-line application system identifying the applicant recruitment sources and the number/percentage of increase in qualified applicants by position classification.

Used By

The Employment/Classification Manager will use the information to identify positive recruitment resources and identify position with low qualified applicant rates and develop and recommend alternative recruitment solutions.

Performance Measure Methodology Sheet

Labor Relations Division
Employee Relations Department

Measure #4: Average overall cost of economic terms of each collective bargaining agreement.

Type

Effectiveness

Accomplishment Goal Supported

Negotiate fiscally responsible collective bargaining agreements with economic terms that do not exceed average 3 year CPI.

Definition

Measure the effectiveness of the bargaining economic terms in labor agreements.

Data Collection Method

Increased costs will be determined through the Summary of Economic Efforts of the Collective Bargaining Agreement prepared by Internal Audit.

Frequency

The measurement will be performed following the completion of negotiations for each collective bargaining agreements and/or re-opener.

Measured By

Internal Audit will project estimated costs of the collective bargaining agreement and/or re-opener based on negotiated terms as applied to employee data at the time of ratification.

Reporting

The Internal Audit staff will provide the Summary of Estimated Costs at the time of consideration by the Assembly.

Used By

The Employee Relations Director, Mayor, Assembly, OMB, Finance.

Performance Measure Methodology Sheet

Labor Relations Division
Employee Relations Department

Measure #5: Number of arbitrations in which the MOA prevails preserving management rights.

Type

Effectiveness

Accomplishment Goal Supported

Administer collective bargaining agreements to maximize management flexibility.

Definition

The data will be maintained in the PeopleSoft Manage Labor Relations Panels and an Excel spreadsheet.

Data Collection Method

Increased costs will be determined through the Summary of Economic Efforts of the Collective Bargaining Agreement prepared by Internal Audit.

Frequency

The measurement will be updated and maintained throughout the year and performed at the end of each calendar year.

Measured By

The Employee Relations Executive Assistant will provide query reports on Excel reports on arbitration outcomes.

Reporting

The division manager will create and maintain an annual report in Excel from the data received from the office associate.

Used By

The division manager and department director will use the information to gain a clearer understanding of the decisions and outcomes of administering collective bargaining agreements. The report will be presented to the Municipal Manager and department directors as appropriate.

Performance Measure Methodology Sheet

Benefits Division
Employee Relations Department

Measure #6: Number of eligible employees with other health care coverage who choose to participate in the Opt-Out Program.

Type

Financial

Accomplishment Goal Supported

Develop meaningful and cost-effective employee benefit options.

Definition

Measure the success of the Opt-Out Program in cost savings to the MOA and the Municipal health plan.

Data Collection Method

Benefits Staff will:

1. Pull the number of employees covered under more than one health insurance plan and will keep quarterly totals thereafter of eligible employees and participants.
2. Run queries/reports on a quarterly basis showing the number of Opt Out program participants. This number, when multiplied by the amount of the per-employee municipal health care contribution less the monthly incentive amount will yield the cost savings to the Municipality.

Frequency

Queries/Reports will be run or received at the end of each month and annually.

Measured By

Benefits staff will receive the necessary reports from ODS, and will run the appropriate queries or reports in PeopleSoft with guidance from PeopleSoft IT.

Reporting

The Division Director will receive:

1. The reports from Benefits staff regarding the number Opt-out plan participants, amount of the Municipal Health Plan contributions that do not have to be paid for those individuals, incentive payments total, and calculated MOA savings and will save and or transfer the data to a word or excel chart.
2. The reports from Benefits staff regarding the historical annual claims costs of the group of employees/dependent participating in the Opt-Out Program and will transfer that data to a chart.

Used By

The Division, Department Directors and Executive Health Committee will use the information to assess the ongoing value and viability of the pilot program and, including the incentive amount. Determinations will be made based on the information whether to continue, change, discontinue or expand the opt-out pilot program

Performance Measure Methodology Sheet

Benefits Division
Employee Relations Department

Measure #7: Number of employees selecting the High Deductible health plan option.

Type

Financial

Accomplishment Goal Supported

Develop meaningful and cost-effective employee benefit options.

Definition

Measure the number of employees selecting the High Deductible Municipal Health Plan that results in greater savings in health care claims and supports the financial health of the Municipal self-insured plan; empowers employees to have greater control over their medical expenditures.

Data Collection Method

Benefits Staff will:

1. Tally, on a quarterly basis, the number of existing and new employees selecting the High Deductible Plan.
2. Using the claims analysis provided by the Municipality's provider and consultant, measure the relative savings in health care claims for these employees in comparison to those using the lower deductible plans.

Reporting

Benefits staff will track participants and utilize quarterly claims analysis reports.

Used By

Executive Health Committee, Finance