
Employee Relations Department

Anchorage: Performance. Value. Results

Mission

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

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 in accordance with all federal, state and local laws, regulations and agreements.

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 completed most corrections 3/15. Some still unresolved. (Payroll Department)
- 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.” Issue resolved with Assembly action on AO-2015-29, 4/14/15.

2015 Audits

- Employment Division audit of APD merit anniversaries and step advancements. Multiple findings. Resolved and corrected.
- L71 Audit of benefit contributions. Results pending
- NECA Audit of benefit contributions. Results pending

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 the employees' 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 and assigns the funding source(s). Administer and maintain the official system of record for municipal personnel.

Direct Services

Employment and Classification is responsible for:

- Developing and sustaining a fair, efficient, effective, transparent, and equitable recruitment, selection, and hiring/promotion 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.
- Maintaining employee records.
- Assuring compliance with associated laws, regulations and contractual agreements.

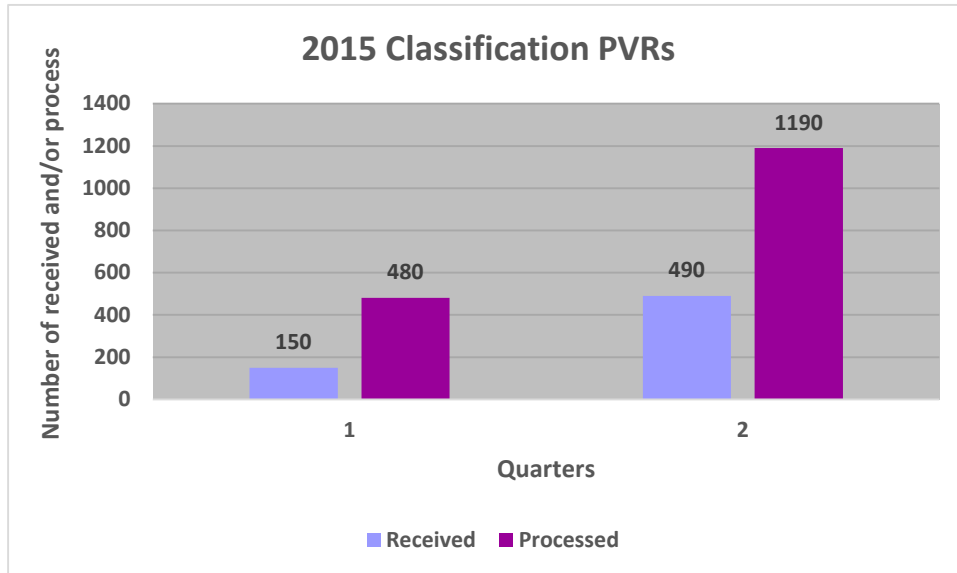
Accomplishment Goals

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

Performance Measures

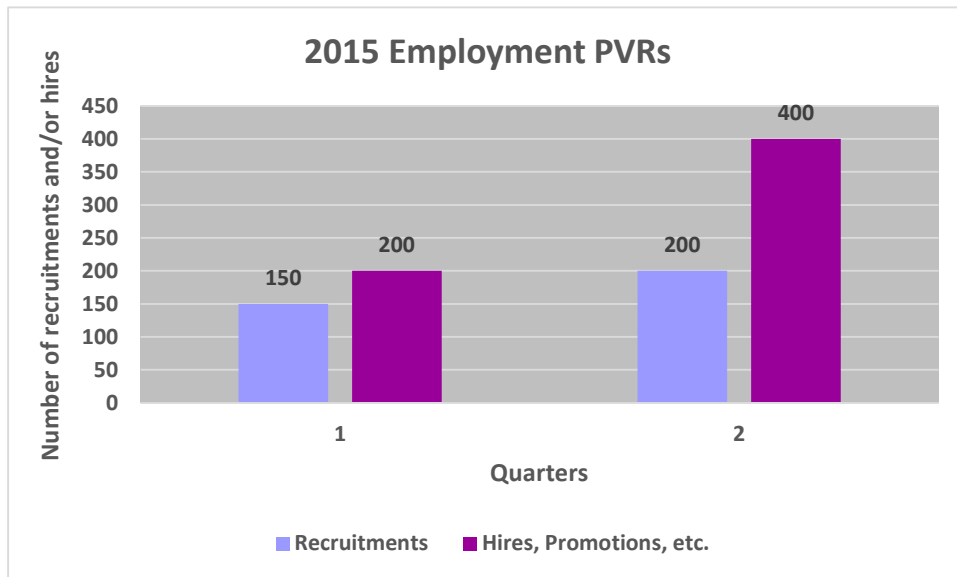
Progress in achieving goals shall be measured by:

Measure #2: The number of classification request received in relation to how many classification requests have been completed.



Note: The high number of classification requests process is due to backlog and collective bargaining agreement changes.

Measure #3: The number of recruitment efforts in relation to actual hires/promotions.



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

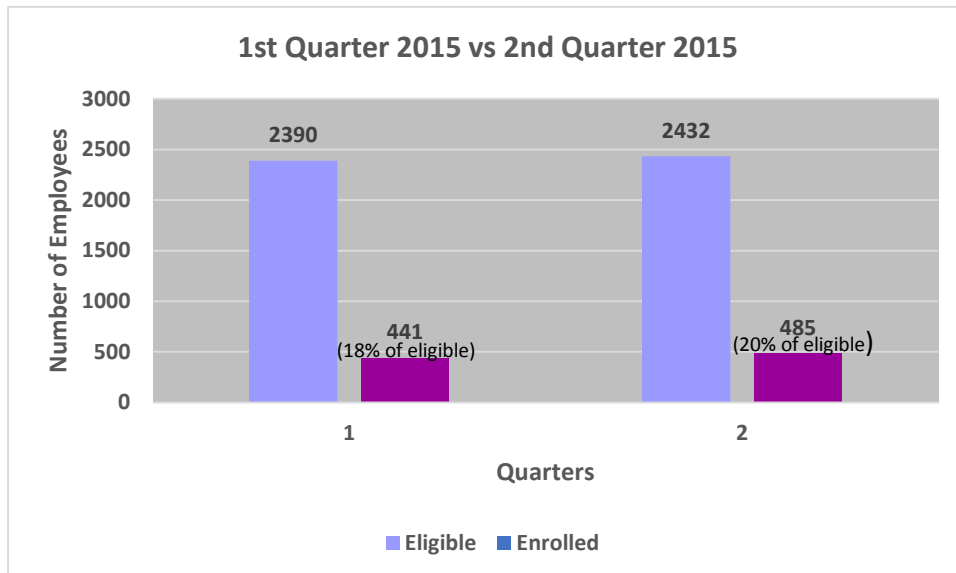
Accomplishment Goals

- Migrating employees to lower cost benefit options.
- Savings resulting from employees choosing lower cost benefit options.
- Developing meaningful and cost effective employee benefit options.

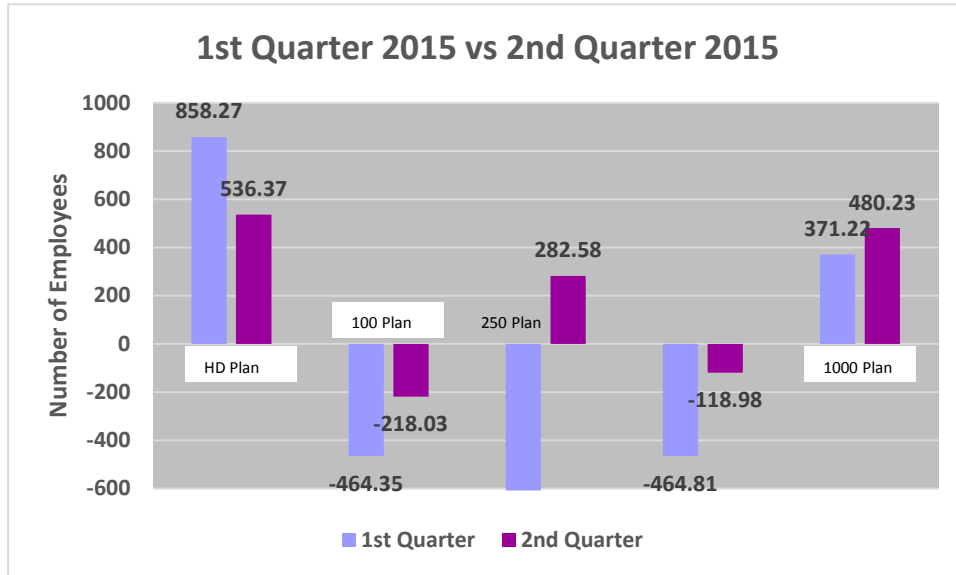
Performance Measures

Progress in achieving goals shall be measured by:

Measure #4: Number of Employees Enrolled in High Deductible Plan Compared to Total Number of Employees.

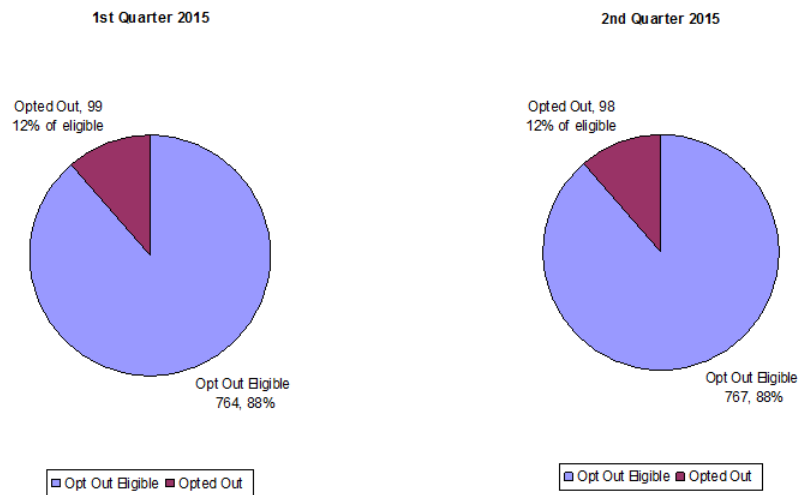


Measure #5: High Deductible Plan Net Revenue (Premiums-Claims Paid) Per Employee Per Month (PEPM) Compared to Other Plan Options.

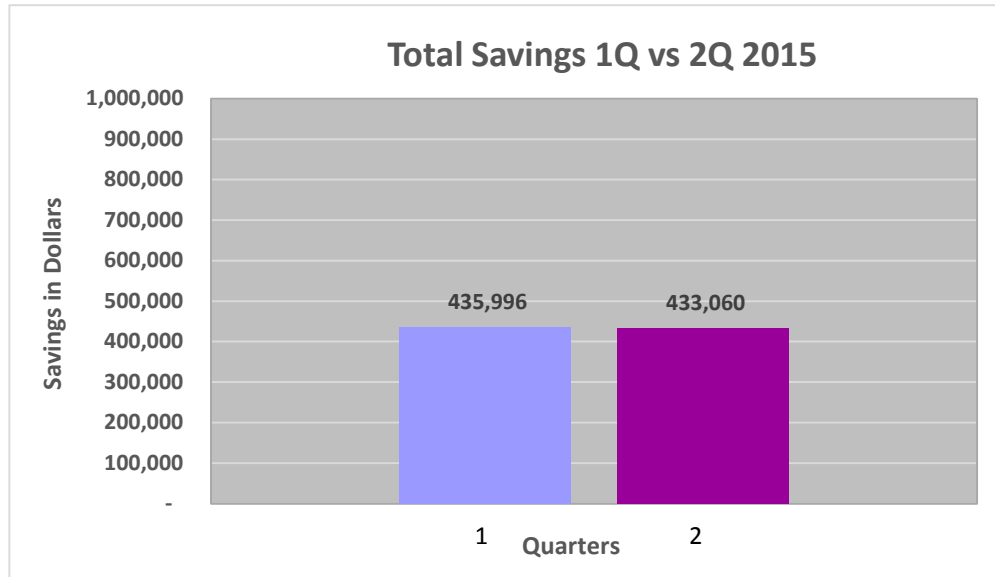


Measure#6: Number of Eligible Employees with other Health Care Coverage who choose to Opt Out.

**Measure #6: Number of Eligible Employees with other Health Care Coverage who Choose to Opt Out
1st Quarter 2015 vs. 2nd Quarter 2015**



Measure #7: Savings Resulting from Eligible Employees with other Health Care Coverage Choosing to Participate in the Opt-Out Program.



Total Savings 1st Quarter vs 2nd Quarter 2015

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 and testing program.
- Providing training and consultative guidance to managerial and supervisory personnel, on contract administration and on other labor relations matters.

Accomplishment Goals

- Negotiate fiscally responsible collective bargaining agreements with economic terms that do not exceed the rolling average 5 year CPI plus 1%.
- Administer collective bargaining agreements that maximize management flexibility and promote workplace harmony.

Performance Measures

Progress in achieving goals shall be measured by:

Measure #8: Average overall cost of economic terms of each collective bargaining agreement.

2013

Average Anchorage 5 year rolling CPI-U ending 2012 is 2.6%

- 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 5 year Anchorage CPI-U ending 2013 is 2.3%

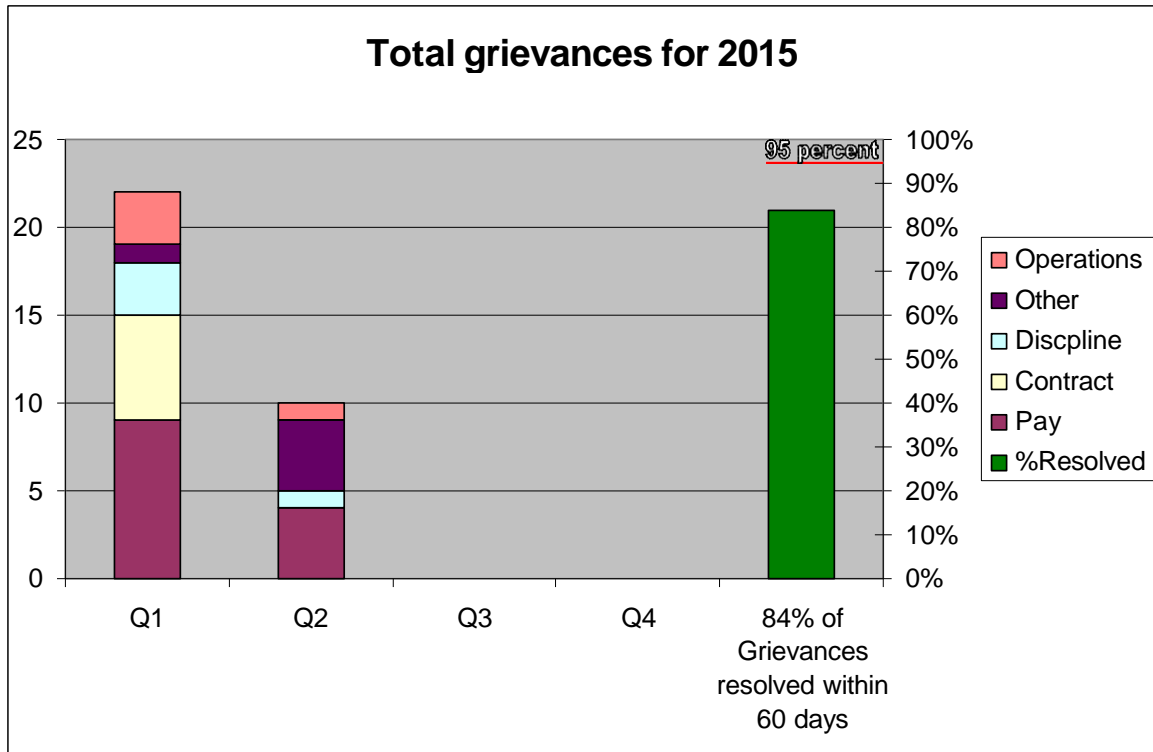
- 302 Operating Engineers 2.3%
- AMEA 2.9% (CBA-includes economic terms from LOA above)
- Teamsters 2.5% (CBA-includes benefits LOA above)
- Plumbers & Pipefitters 2.7% (CBA-includes benefits LOA above)
- IBEW – 1.9%
- IBEW Technicians – 2.5%

2015

Average Anchorage five year rolling CPI-U ending 2014 is 2.4%

- APDEA 2.93%
- Local 71 2.25%

Measure #9: 95% of grievances will be resolved within 60 days while preserving management rights. Grievances will be categorized by origin as pay issues, disciplinary disputes, contract language issues or operational issues.



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 number of classification requests received in relation to how many classification requests have been completed.
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Type

Effectiveness

Accomplishment Goal Supported

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

Definition

Measures the volume of classifications requests relative to the completion of the classifications.

Data Collection Method

Classification staff will:

- 1) Log all classification actions in an excel spreadsheet and count the number of requests
- 2) Completed classifications will be entered into the ERP system and a query will be run to count the number of completed actions

Frequency:

Queries will be run quarterly and data will be counted quarterly.

Measured By:

Classification

Reporting

The Division Director will receive the data and queries from the Classification staff and will review and transfer the data into a chart.

Used By

The Employee Relations Director, Municipal Manager, and OMB

Performance Measure Methodology Sheet
Employment Division
Employee Relations Department

Measure #3: The number of recruitment efforts in relation to actual hires/promotions.
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Type

Effectiveness

Accomplishment Goal Supported

Improve the pool of qualified candidates available to fill Municipal positions.

Definition

Measures the number of position vacancy announcements relative to the number of actual hires/promotions.

Data Collection Method

Employment staff will announce position vacancies via the NEOGOV system and complete all hiring/promotion documentation for enter into the ERP system.

Frequency

Queries will be run quarterly and data will be counted quarterly.

Measured By

Employment staff will:

- 1) Run a query from the NEOGOV system on the number of recruitment efforts.
- 2) Run a query from the ERP system to identify the number of hires/promotions.

Reporting

The Division Director will receive the data and queries from the Employment staff and will review and transfer the data into a chart.

Used By

The Employee Relations Director, Municipal Manager, and Mayor

Performance Measure Methodology Sheet
Benefits Division
Employee Relations Department

Measure #4: Number of eligible employees selecting the High Deductible health plan option.

Type

Financial

Accomplishment Goal Supported

Migrate employees to lower cost 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. Pull the number of employees selecting the High Deductible health plan option and compare to number of eligible employees.
2. Data will exclude Retirees.

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 the TPA, and will run the appropriate queries or reports in PeopleSoft.

Reporting

The Division Director will receive:

1. Benefits staff will track participants and utilize quarterly claims analysis reports.
2. Data from the reports regarding participants and utilization will be transferred to a chart.

Used By

The Division, Department Directors and Executive Health Committee

Performance Measure Methodology Sheet
Benefits Division
Employee Relations Department

Measure #5: High Deductible plan savings (premiums – claims paid), PEPM compared to other plan options.
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Type

Financial

Accomplishment Goal Supported

Savings resulting from employees choosing lower cost benefit options.

Definition

Measures the amount of savings PEPM of HD plans compared to other plans.

Data Collection Method

Benefits Staff will:

1. Benefits staff will track participants and utilize quarterly claims analysis reports.
2. Using the claims analysis provided by the TPA and consultant, measure the relative savings PEPM in health care claims for these employees in comparison to those using other plan options.
3. Data will exclude dental, insurance administration fees and Retirees.

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 the TPA, and will run the appropriate queries or reports in PeopleSoft.

Reporting

The Division Director will receive:

1. The Municipality's provider will track and report claims activity.
2. The data from the Municipality's provider will be transferred to a word document and excel chart.

Used By

Benefits Staff, Executive Health Committee, Finance

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

Measures the number of employees selecting the Opt Out option that results in greater savings in health care costs and supports the financial health of the Municipal self-insured 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. Data will exclude Retirees.

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 the TPA, and will run the appropriate queries or reports in PeopleSoft.

Reporting

The Division Director will receive:

1. The reports from Benefits staff regarding the number of Opt-out plan participants.
2. The reports from Benefits staff regarding the group of employees/dependent participating in the Opt-Out Program transferred into a chart.

Used By

The Division, Department Directors and Executive Health Committee

Performance Measure Methodology Sheet
Benefits Division
Employee Relations Department

Measure #7: Savings resulting from eligible employees with other health care coverage choosing to participate in the Opt-Out Program.
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Type

Financial

Accomplishment Goal Supported

Develop meaningful and cost-effective employee benefit options.

Definition

Measure the monthly amount of savings (MBC - Opt Out incentive).

Data Collection Method

Benefits Staff will:

1. Pull the number of employees selecting the Opt Out Program.
2. Track the amount of incentive paid to Opt Out participants PEPM
3. Track MBC PEPM
4. Data will exclude Retirees.

Frequency

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

Measured By

Benefits staff will run the appropriate queries or reports in PeopleSoft.

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.

Used By

Benefits Staff, Executive Health Committee, Finance

Performance Measure Methodology Sheet
Labor Relations Division
Employee Relations Department

Measure #8: Average overall cost of economic terms of each collective bargaining agreement.
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Type

Effectiveness

Accomplishment Goal Supported

Negotiate fiscally responsible collective bargaining agreements with economic terms that do not exceed average 5 year CPI plus 1%.

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 Effects of the Collective Bargaining Agreement as prepared by Internal Audit.

Frequency

The measurement will be performed following Assembly approval of each collective bargaining agreement 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.

Reporting

The Internal Audit staff will provide the Summary of Estimated Costs at the time of consideration by the Assembly. The Labor Analyst will report this data quarterly.

Used By

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

Performance Measure Methodology Sheet
Labor Relations Division
Employee Relations Department

Measure #9: 95% of grievances will be resolved within 60 days while preserving management rights. Grievances will be categorized by origin as pay issues, disciplinary disputes, contract language issues or operational issues.

Type

Effectiveness

Accomplishment Goal Supported

Administer collective bargaining agreements to maximize management goals.

Definition

The data will be maintained in an Excel spreadsheet.

Data Collection Method

Data will be tracked through the Labor Relations grievance log.

Frequency

The measurement will be updated and maintained each quarter.

Measured By

The Employee Relations Labor Analyst will provide reports based upon Excel tracked outcomes.

Reporting

The division director will create and maintain a quarterly report from the data received from the labor grievance log.

Used By

The division manager and department director will use the information to track success in resolving grievances on a timely basis. It will result in a better understanding of the cause of grievances and the decisions and outcomes of administering collective bargaining agreements. The report will be presented to the Municipal Manager and department directors as appropriate.