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## **Employee Relations Department**

*Anchorage: Performance. Value. Results*

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### **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**

- Employment and classification to define position requirements, assure appropriate compensation and recruit qualified employees.
- Employment to assure accuracy and security of employee information and administration of personnel actions.
- Labor Relations to negotiate and administer collective bargaining agreements and personnel rules; and to advise management with respect to workforce management.
- Benefits Administration to efficiently operate programs that attract and retain qualified employees, promote productivity and wellness, minimize time lost and provide employees with opportunities for financial security in retirement.
- Equal Opportunity to assure compliance with Title VII/AMC 7.50 and to promote and monitor compliance with of the Disadvantaged Business contracting program.

### **Accomplishment Goals**

- Attract and retain a productive, qualified workforce while adhering to all federal, state and local laws, regulations and agreements.
- Centralize 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.**

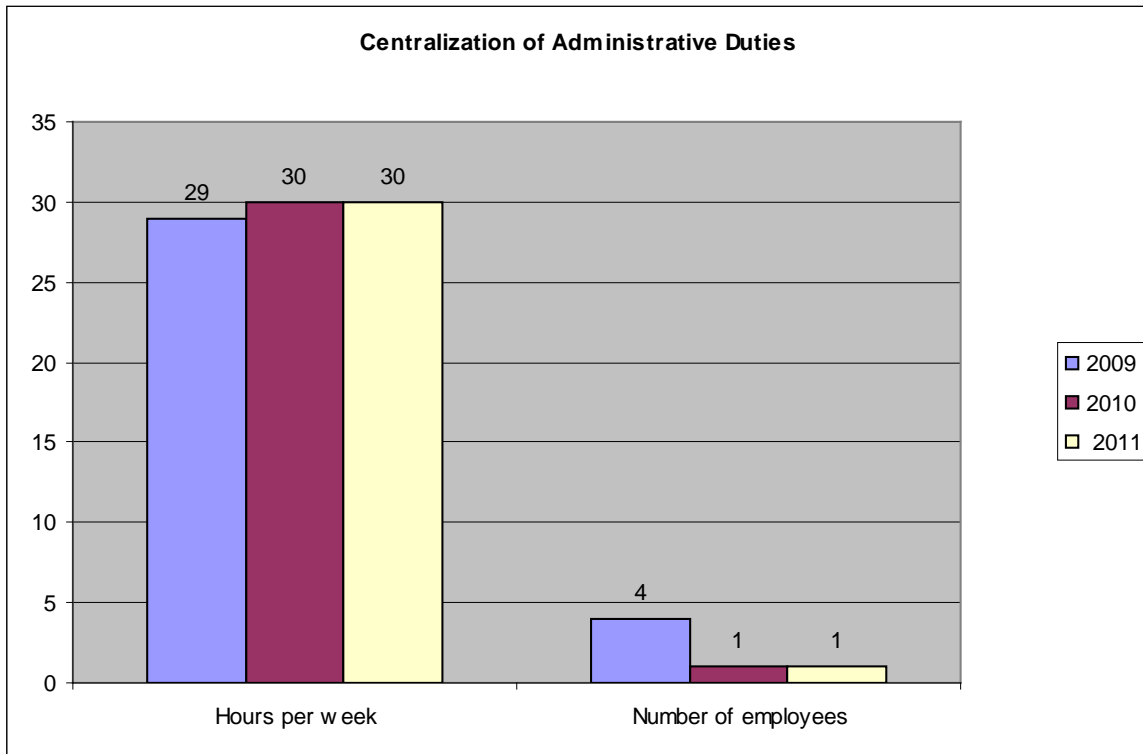
#### **2010 Audits:**

- Health Plan Claimed Dependents
  - 3 findings - corrected
- FTA Triennial Review
  - 2 findings – corrected

#### **2011 Audits:**

None

**Measure #2: Staff hours saved in administration and correction activities for department functions**



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## Office of Equal Opportunity Division Department of Employee Relations

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### **Purpose**

Assure and monitor compliance with Title VII of the Civil Rights Act of 1964 relating to equal opportunity, Title VII and Disadvantaged Business Enterprise program (DBE).

### **Direct Services**

Office of Equal Opportunity (OEO) is responsible for:

- Training
- Investigations
- Contract Compliance
- Disadvantage Business Enterprise Program (DBE)

### **Accomplishment Goals**

1. Reduce the number of complaints that charge discriminatory practices through a pro-active training program.
2. Respond to complaints and investigate them in a timely manner.
3. Improve performance on reaching federal set DBE goals.

### **Performance Measures**

Progress in achieving goals shall be measured by:

<b><u>Measure #3:</u> Percentage of formal and informal complaints filed against the Municipality Of Anchorage which resulted in substantiated findings of discrimination.</b>
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1<sup>st</sup> Quarter 2011

From 1/1/2011 – 3/31/2011

- 7 training sessions
- 216 attendees
- 0% of complaints resulted in substantiated findings of discrimination

2<sup>nd</sup> Quarter 2011

From 4/1/2011 – 6/30/2011

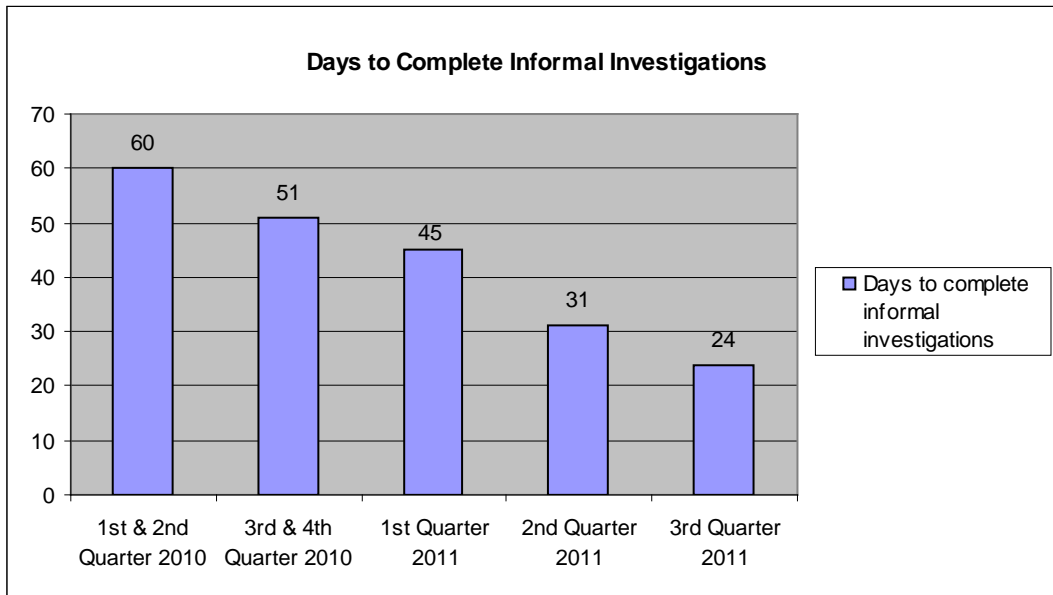
- 13 training sessions
- 110 attendees
- 0% of complaints resulted in substantiated findings of discrimination

3<sup>rd</sup> Quarter 2011

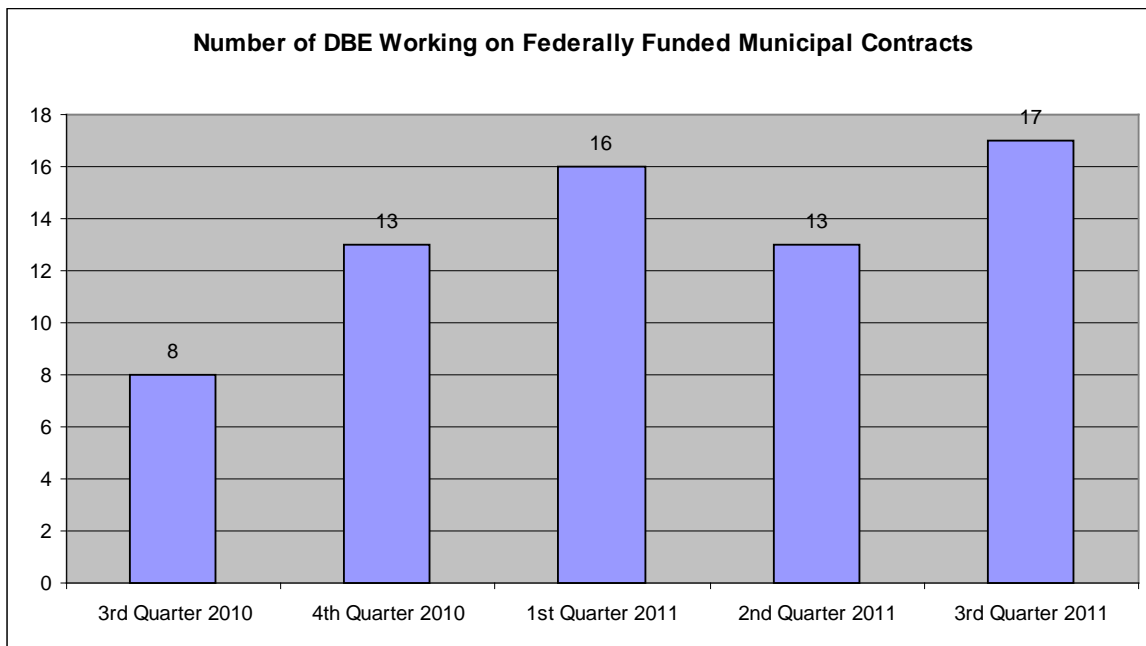
From 7/1/2011 – 9/30/2011

- 5 training sessions
- 50 attendees
- 0% of complaints resulted in substantiated findings of discrimination

**Measure #4: Average number of days to complete informal investigation**



**Measure #5: Number of DBE Working on Federally Funded Municipal Contracts.**



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## **Employment Division**

### **Department of Employee Relations**

*Anchorage: Performance. Value. Results.*

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#### **Purpose**

Attract qualified individuals to fill vacant positions within the Municipality. Provide for a classification system that describes positions, establishes qualifications, groups them into like 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.

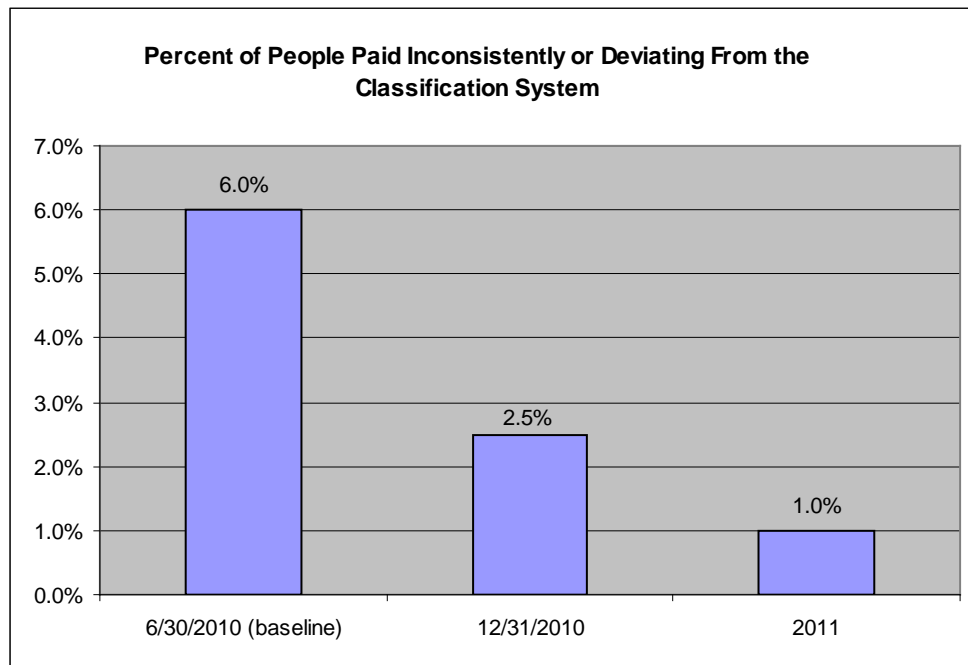
#### **Accomplishment Goals**

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

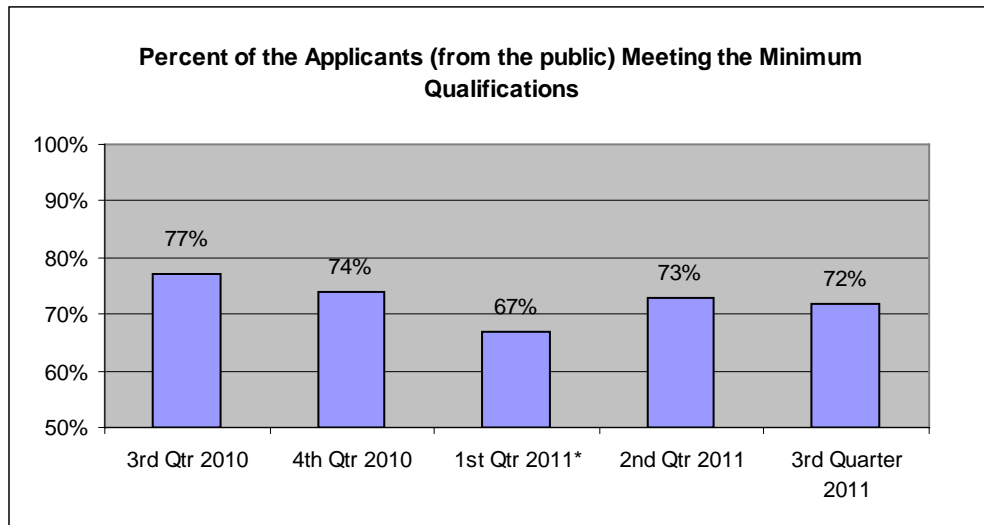
#### **Performance Measures**

Progress in achieving goals shall be measured by:

**Measure #6:** The percentage of employees who are paid inconsistent with established classification standards.



**Measure #7:** Percent of applicants meeting or exceeding position qualifications as a proportion of total applications received.



\*1<sup>st</sup> Quarter 2011 was impacted by Anchorage Fire Department recruitment

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## **Labor Relations Division Department of Employee Relations**

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### **Purpose**

Negotiate and administer collective bargaining agreements and apply personnel rules.

### **Direct Services**

Labor Relations is responsible for:

- Negotiating, interpreting and administering nine (9) collective bargaining agreements and the personnel rules 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.
- Administering training programs.

### **Accomplishment Goals**

- Negotiate fiscally responsible collective bargaining agreements with economic terms that do not to exceed average 3 year CPI.
- Administer collective bargaining agreements to maximize management flexibility.

### **Performance Measures**

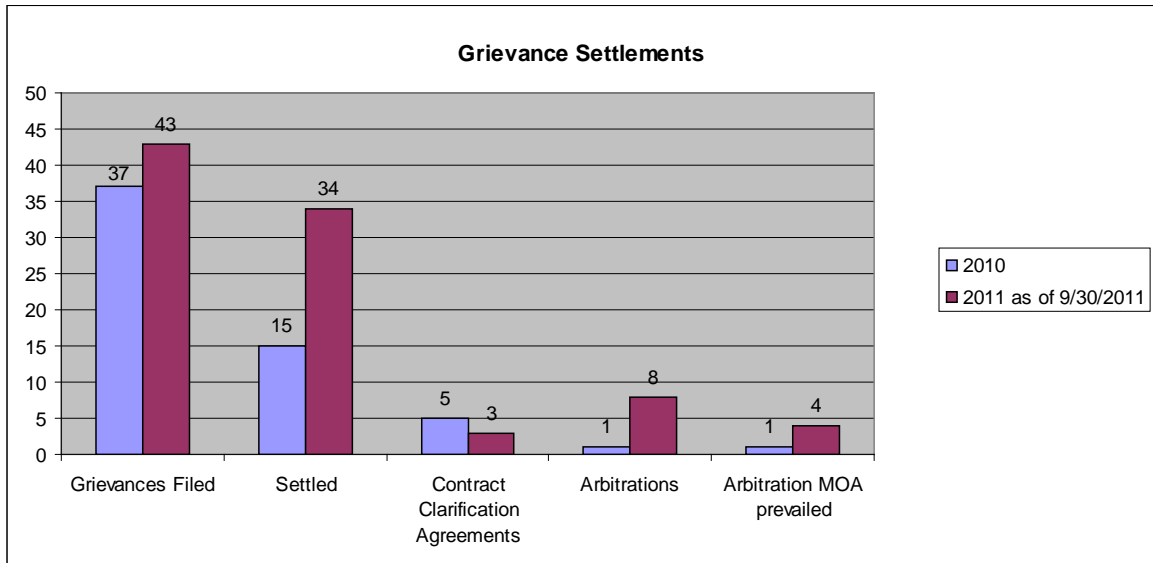
Progress in achieving goals shall be measured by:

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

#### 2011

- Local 71 Health Reopener - \$75.00 per month employee cost increase / \$75.00 per month employer cost increase. The \$75.00 MOA health insurance increase resulted in an annual increase of 0.1% to the 2010 total wage and benefit cost for Local 71.
- Plumbers & Pipefitters Local 367 last best offer would result in an average wage increase of 1.67% over the three year term. Actual last best offer was 0.0% during year 1, 2.5% during year 2 and 2.5% during year 3.

**Measure #9: Number of arbitrations in which the MOA prevails preserving management rights.**





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

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**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

**Accomplishment Goals**

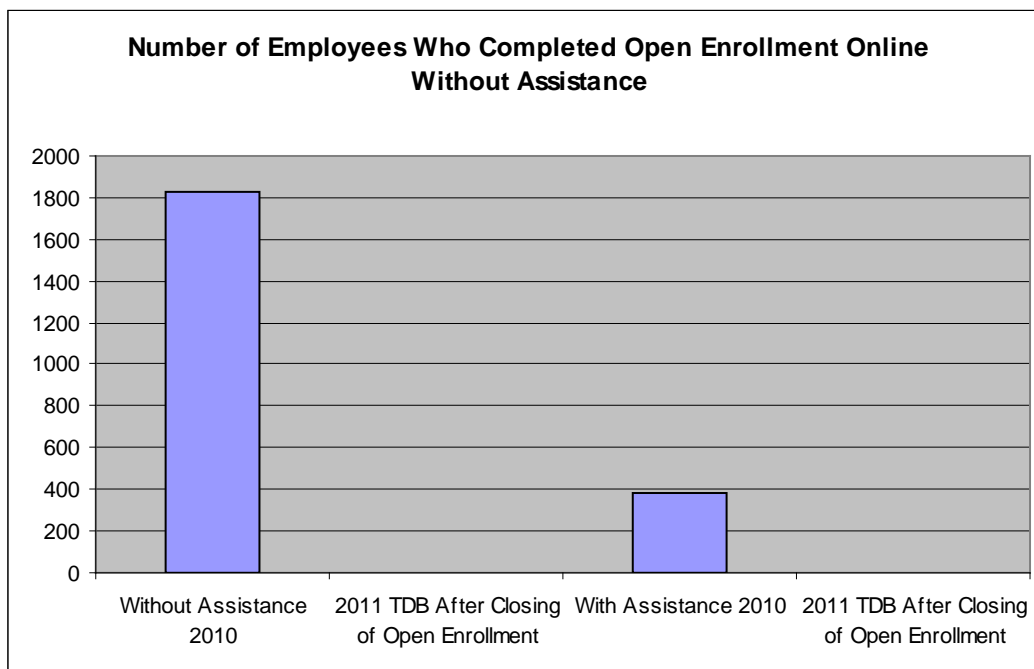
- Leverage technology to provide employees with self-service access to administrative information and processes.
- Develop meaningful and cost effective employee benefit options.

**Performance Measures**

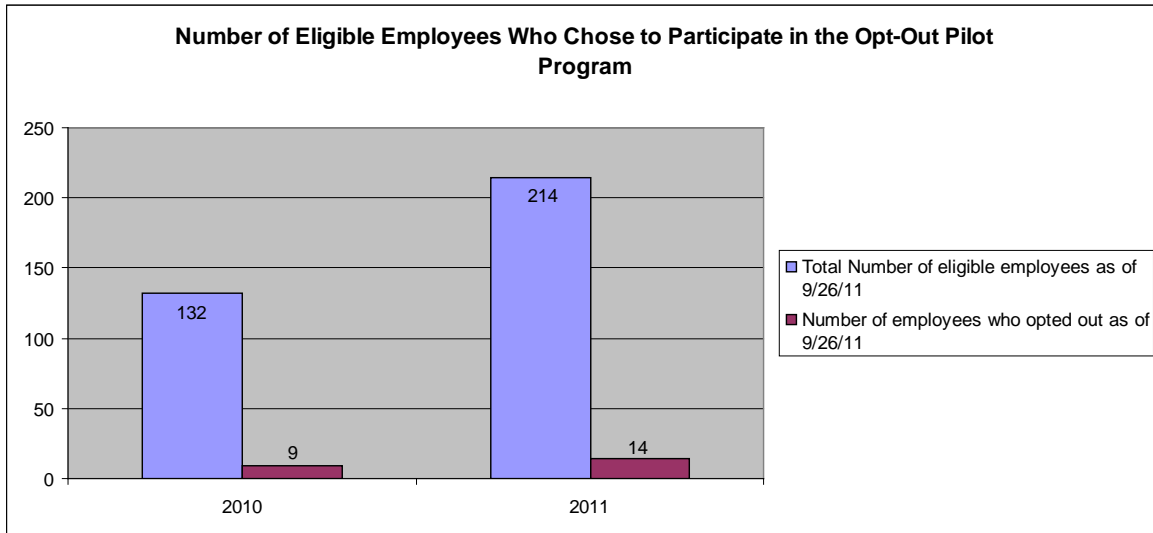
Progress in achieving goals shall be measured by:

**Measure #10: Number of eligible employees who successfully complete 2011 open enrollment on-line without additional instructions or assistance from Employee Relations benefits staff.**

1,838 out of 2,209 employees successfully completed the Online Open Enrollment without additional assistance from Benefits staff in 2010.



**Measure #11: Number of eligible employees with other health care coverage who chose to participate in the Opt-Out Pilot Program.**



As of 9/26/11 there were 128 Non-Rep and Executives & 86 AMEA Members eligible to participate in the Opt-Out program. Out of this population eligible to participate, 9 of the Non-Rep and Executives and 5 of the AMEA members choose to participate in the Opt-Out program.

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**Performance Measure Methodology Sheet**  
**Administration Division**  
**Employee Relations Department**

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<b>Measure #1: Number of material actions requiring correction as a result of audits or arbitrations</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Attract and retain a productive, qualified workforce while adhering to all federal, state, and local regulations 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

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**Performance Measure Methodology Sheet**  
**Administration Division**  
**Employee Relations Department**

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<b>Measure #2: Staff hours saved in administration and correction activities for department functions.</b>
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**Type**

Efficiency

**Accomplishment Goal Supported**

Centralize administrative functions to improve performance and conserve resources.

**Definition**

Measures cost of department administration and tracks efficiency by monitoring hours spent and percent of resources required to perform administrative support functions including payroll, contract management, budget monitoring and preparation, fixed asset management and accounts payable/receivable.

**Data Collection Method**

Track hours spent on administrative functions and measure percent of time dedicated to these functions as a ratio to total ER personnel services.

**Frequency**

Annually

**Measured By**

Executive Assistant

**Reporting**

Included as a component of annual ER "report card" consolidating all division measures

**Used By**

ER Director, Mayor, OMB, Finance, Assembly

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**Performance Measure Methodology Sheet**  
**Equal Opportunity Division**  
**Employee Relations Department**

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<b>Measure #3: Percentage of formal and informal complaints filed against the Municipality Of Anchorage which resulted in substantiated findings of discrimination.</b>
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**Type:**

Effectiveness

**Accomplishment Goal Supported:**

Regular training sessions to help reduce liability and eliminate discriminatory practices

**Definition:**

OEO shall maintain statistics regarding the number of training sessions it conducts, the number of participants, and the corresponding fluctuation in the number of harassment and discrimination complaints filed.

**Data Collection Method:**

The calculation shall be performed by maintaining statistics regarding the number of people participating in harassment and discrimination trainings, and the number of complaints filed with OEO. These statistics shall be tracked to determine whether an increase in the number of training participants and the number of trainings correlates with a decrease in the number of complaints.

**Frequency:**

The measurement shall be reported bi-annually or as requested by the department.

**Measured By:**

OEO shall monthly input into an Excel spreadsheet statistics regarding the number of employee trainings and the number of harassment and discrimination complaints filed. OEO shall track the ratio of trainings/participants to the number of complaints filed.

**Reporting:**

OEO shall create and maintain bi-annual and annual reports in Excel format from the data received. The information shall be displayed numerically.

**Used By:**

OEO shall use the gathered information to determine whether its trainings have successfully reduced the number of complaints. The information shall be compiled into a report, which shall be presented to the Mayor at staff meetings and the public via the municipal website.

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**Performance Measure Methodology Sheet**  
**Equal Opportunity Division**  
**Employee Relations Department**

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<b>Measure #4: Average number of days to complete investigation.</b>
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**Type:**

Effectiveness

**Accomplishment Goal Supported:**

Respond to complaints and investigate them in a timely manner.

**Definition:**

OEO shall measure the amount of time required to complete investigations and close cases.

**Data Collection Method:**

The calculation is performed by counting the days between the opening and the closing of the file and averaging the files bi-annually to determine the average number of days required to complete an investigation.

**Frequency:**

The measurement shall be performed bi-annually.

**Measured By:**

OEO shall produce monthly status reports relating the number of opened and closed cases in a reporting period.

**Reporting:**

OEO shall report the data bi-annually. The information shall be displayed numerically.

**Used By:**

OEO shall internally use the gathered data to calculate the average length of investigations, identify inefficiencies, and streamline services. The report shall be presented to the division director and the Mayor as requested.

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**Performance Measure Methodology Sheet**  
**Equal Opportunity Division**  
**Employee Relations Department**

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<b>Measure #5: Number of DBE working on Federally Funded Municipal contracts.</b>
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**Type:**

Effectiveness

**Accomplishment Goal Supported:**

Increase the number of contractors and subcontractors (DBEs) working on federally-funded Municipal projects.

**Definition:**

OEO will measure DBE participation on federally-funded Municipal contracts having DBE goals and subcontracting opportunities. OEO will use race-neutral and race-conscious means to increase DBE participation.

**Data Collection Method**

OEO collects information from Municipal departments about the amounts of federal funds used in projects and from Municipal contractors about the amounts of contracts and subcontracts awarded to DBEs to determine the number of DBEs participating in federally-funded Municipal projects.

**Frequency**

The measurement shall be reported bi-annually.

**Measured By**

At the beginning stages of a project, OEO collects information about federal funding from the project manager and identifies potential DBE subcontracting opportunities. After the successful bidder or proposer is announced, OEO collects information about the bidder or proposer's planned DBE utilization. During the life of the project OEO collects monthly reports from Municipal contractors about DBE participation. This information is stored in an Excel spreadsheet.

**Reporting**

The DBE officer shall create and maintain annual reporting from received data.

**Used By**

OEO shall use this information to determine whether the Municipality is complying with federal law regarding DBE goals, if we can increase the annual DBE goal as planned, to encourage DBE participation in Municipal contracting, and to measure the effectiveness of outreach programs.

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**Performance Measure Methodology Sheet**  
**Employment Division**  
**Employee Relations Department**

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<b>Measure #6: The percentage of employees who are paid inconsistent with established classification standards.</b>
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**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.



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## Employment Division Employee Relations Department

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<b>Measure #7: Percent of applicants meeting or exceeding position qualifications in proportion to total applications received.</b>
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**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 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 identify, 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 positions with low qualified applicant rates and develop and recommend alternative recruitment solutions.

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**Performance Measure Methodology Sheet**  
**Labor Relations Division**  
**Employee Relations Department**

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<b>Measure #8: Average overall cost economic terms of each collective bargaining agreement.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

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

**Definition**

Measures 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.

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**Performance Measure Methodology Sheet**  
**Labor Relations Division**  
**Employee Relations Department**

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<b>Measure #9: Number of arbitrations in which the MOA prevails preserving management rights.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Administer collective bargaining agreements to maximize management flexibility.

**Definition**

Measures the number of arbitration decisions in which the MOA prevails that protect management rights.

**Data Collection Method**

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

**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.

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**Performance Measure Methodology Sheet**  
**Benefits Division**  
**Employee Relations Department**

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**Measure #10: Number of eligible employees successfully completing the 2011 open enrollment on-line without additional instructions or assistance from Employee Relations benefits staff.**

**Type:**

Effectiveness

**Accomplishment Goal Supported:**

Leveraging technology to provide employees with self-service access to administrative information and processes.

**Definition**

Measures the effectiveness of on-line enrollment as a self-service tool in terms of the number of on-line open enrollment submissions employees successfully complete without additional assistance from benefits staff.

**Data Collection Method**

At the end of the open enrollment period, benefits staff will run reports of employee on-line submissions, and will pull data from the open enrollment email and hotline sources to identify any individuals who required assistance in entering benefits data. At the end of the open enrollment period, this number will be subtracted from the total number of successful employee open enrollment benefit registrations made on-line to determine the number successfully completed self-service open enrollment submissions.

**Frequency**

Reports will be run after the open enrollment has closed. Benefits staff will identify the number of individuals they assisted in completing open enrollment submissions.

**Measured By**

Benefits staff will pull information from the open enrollment email and hotline voicemail and phone logs, and will run the appropriate reports or lists from PeopleSoft. Totals will be kept by the benefits technician.

**Reporting**

Benefits staff in charge of open enrollment will retain the data of total, aided and unaided submissions on a word or excel document.

**Used By**

The Division director, the Plan Administrator and the Benefits staff member in charge of open enrollment will use the statistics to determine whether programming changes and/or further education to employees on the use of the system is necessary to gain the efficiencies expected with the new On-line enrollment system. The results and recommendations will be shared with the Director of Employee Relations, the PeopleSoft IT Group and the Executive Health Committee.

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**Performance Measure Methodology Sheet**  
**Benefits Division**  
**Employee Relations Department**

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<b>Measure #11: Number of eligible employees with other health care coverage who choose to participate in the Opt-Out Pilot Program.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Develop meaningful and cost-effective employee benefit options.

**Definition**

Measures the attractiveness of the Opt-Out Pilot Program by how many executive and non-represented employees with dual coverage participate in the pilot, and measures the effectiveness of the Opt-Out Pilot Program in cost savings to the MOA and the municipal health plan.

**Data Collection Method**

Benefits Staff will:

1. Pull the number of non-represented and executive employees covered under more than one health insurance plan from ODS prior to launching the Opt Out program, and will keep monthly totals thereafter of eligible employees and participants.
2. Run queries/reports on a monthly 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. Savings to the municipal health plan will be based on the avoided costs of not providing coverage to the employees and dependents who opt-out, and will be based on the dollar claims history for that group for the prior year, less any individual contributions those employees paid for coverage.

**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 Pilot 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.