
Human Resources Department

Anchorage: Performance. Value. Results.

HR Department Mission

The Municipality of Anchorage's Human Resources Department provides employment services, maintains records and benefits for current and past employees, and assists departments and staff in delivering quality services to the public and is also responsible for assuring compliance with all employment related rules, regulations, laws and agreements. Human Resources works closely with the various employee unions in the development and administration of collective bargaining agreements and promotes positive relationships through the use of progressive human resource principles, practices and programs.

HR Department Core Services

The HR Department delivers a comprehensive range of services designed to foster a healthy employment lifecycle.

- **Recruitment:** We carefully manage recruitment, prioritizing fairness and transparency in selecting top candidates.
- **Payroll:** Ensures timely and accurate payroll processing, and ensures all governmental payroll required reporting and payments are done accurately and on time.
- **Classification:** We align positions with industry standards and internal structure for effective organization.
- **Labor/Employee Relations:** Fostering positive workplace dynamics, we resolve conflicts and promote harmony.
- **Supervisor Development:** Equipping supervisors with effective leadership skills through tailored training.
- **Compensation:** Designing and/or collectively bargain fair and competitive compensation structures to attract and retain talent.
- **Benefits:** Provide comprehensive, industry-leading benefits programs to support the overall well-being of our employees.
- **Compliance:** Oversee applicable federal and statutory laws and regulations to protect employees with disability from discrimination and ensure job protected unpaid leave.

Classification Division
Human Resources Department
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Mission

To provide timely, accurate, and consistent classification services that support organizational effectiveness and equitable position management across the Municipality of Anchorage.

2026 Accomplishment Goals

Update classification tools and resources for managers and supervisors. Complete classification reviews within 30 days for 90% of submitted requests.

Direct Services

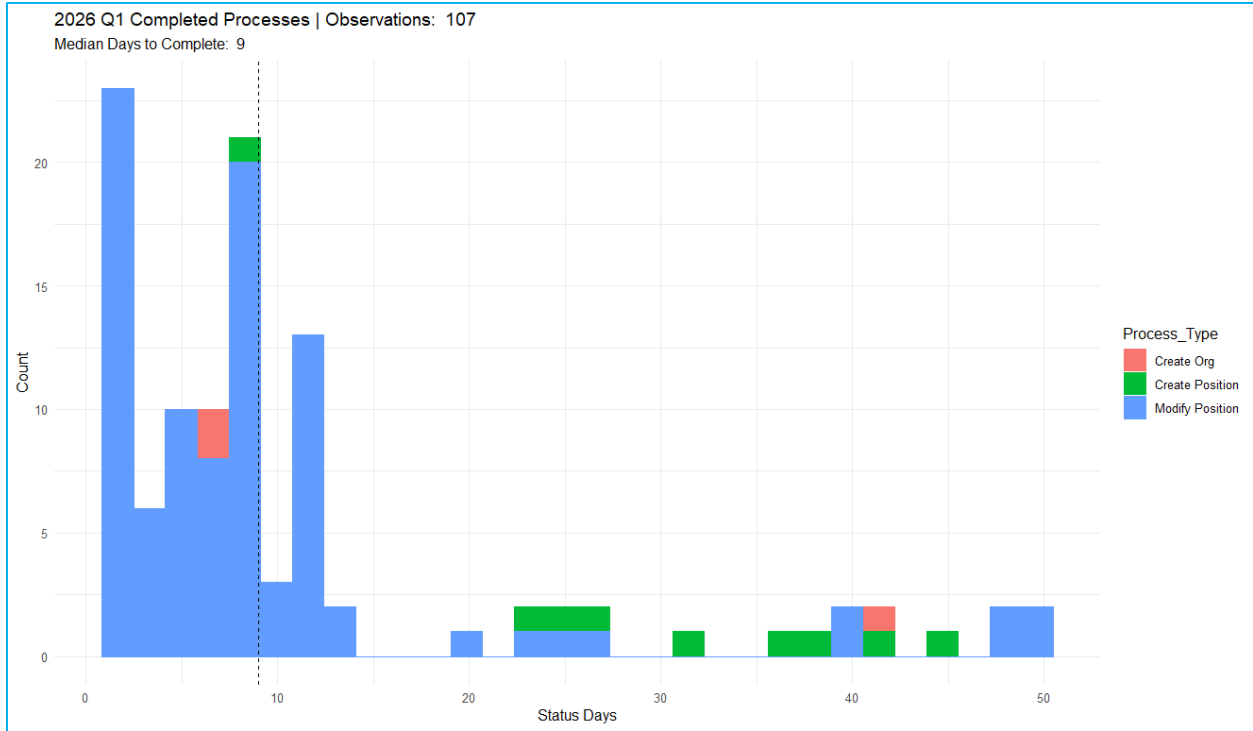
The Classification team provides consultation and expertise in job analysis in the administration of the Municipality's classification system.

Indirect Services

The Classification Team performs position classification analysis and applies classification standards in support of the development, maintenance, and equitable application of the MOA's classification plan and structure. Additionally, the team provides HRIS support for the Organizational Management (OM) module and Personnel Administration (PA) module in SAP.

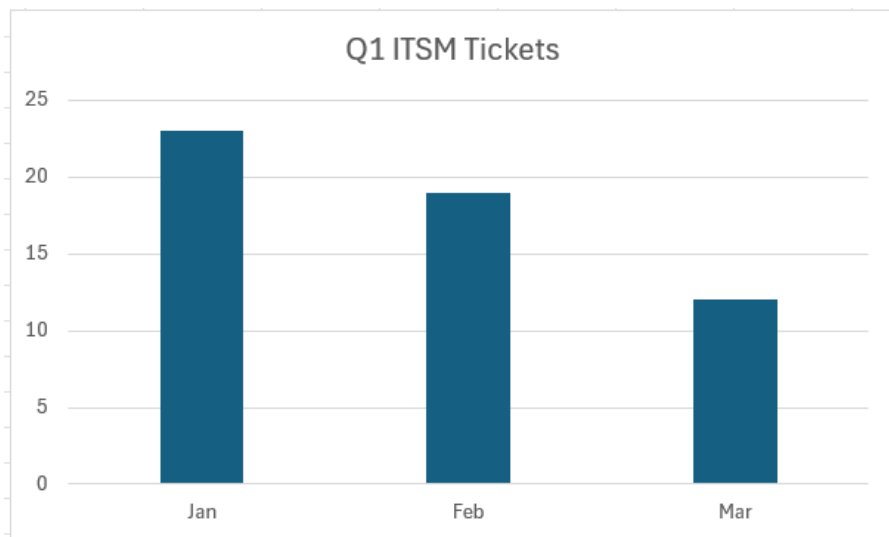
Performance Measure #1: Workflow Process Completion and Timeliness

Process Type	Count	Median Days to Complete
Create Org	3	7
Create Position	9	31
Modify Position	95	8
Total	107	9



Performance Measure #2: HRIS Support- ITSM Tickets

Month	# of Tickets
Jan	23
Feb	19
Mar	12
Total	54



Employment Division

Human Resources Department

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Employment Services Mission

The Employment Services mission is to support Municipal departments by creating job postings, screening candidates, making employment offers, and onboarding new hires in an effective and timely manner to maintain essential services to the citizens of the Municipality of Anchorage.

Employment Direct Services

Employment Services is responsible for drafting job postings, screening candidates, extending job offers, background vetting, and employee onboarding. Additionally, the Employment Services Division coordinates and presents the weekly new hire orientation.

Employment 2026 1st Quarter Accomplishments

- Implemented SME program as an additional tool for hiring managers.
- Processed 3215 job applications.
- Screened and onboarded 241 candidates.
- Streamlined the hiring process for regular employees to reduce onboarding time.
- Assisted in the Title 3 Code Rewrite to better align code with current employment processes.
- Provided requested training to departments on the use of Neogov for recruitment.
- Completed hiring and onboarding for the AFD January academy.

Municipal Recruiter 2026 1st Quarter Accomplishments

The Municipal Recruiter aids the Employment Section by scheduling and attending job fairs and other venues that will potentially generate interest in open Municipal positions and encourage those interested to apply.

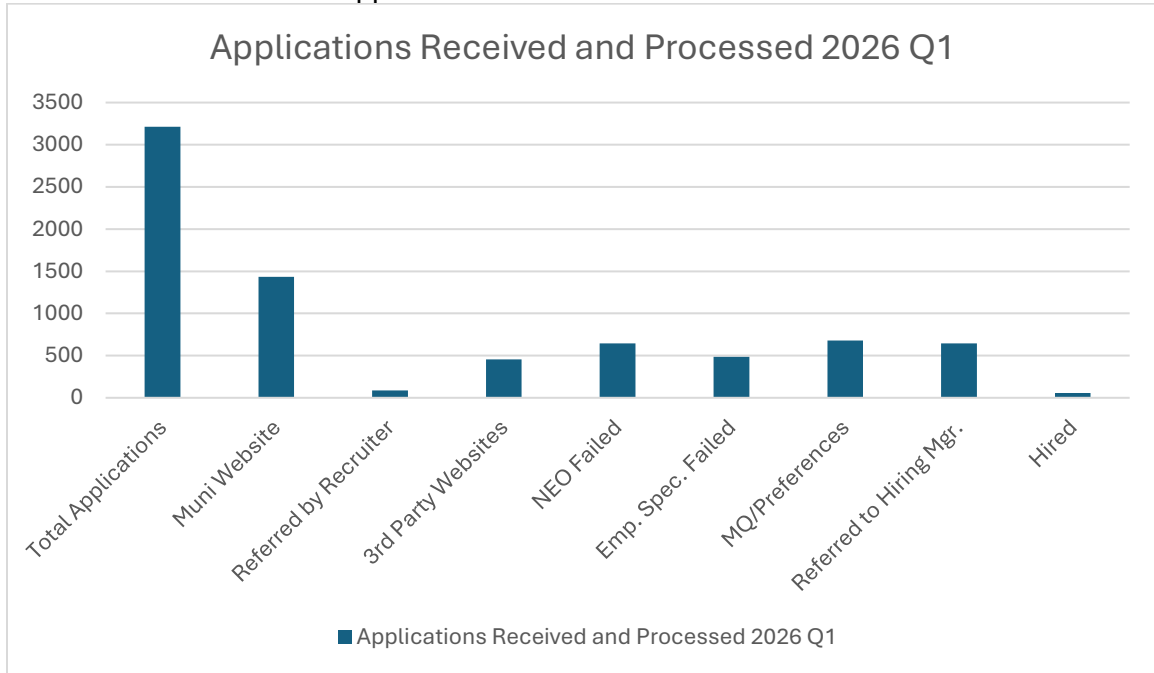
- During the first quarter of 2026, the Municipal Recruiter attended 8 recruiting events:
 - AK Department of Labor Job Fair
 - Anchorage Mayor City-Wide Job Fair
 - Alaska Forum Job Fair
 - Veterans Administration Job Club
 - Denali Staffing Group Job Fair
 - University of Alaska Anchorage STEM Job Fair
 - Army Air Force Exchange Service Job Fair
 - Matanuska Susitna Employer Expo
- Number of applications generated- 84
- Number of hires attributable to the Municipal Recruiter- 8

Employment 2026 2nd Quarter Goals

- Maintain a single day median turnaround time for creating a job posting after receiving a requisition from a department.
- Screen and refer candidates within 2 days of application closing.
- Collaborate with hiring managers on job postings to ensure that we get qualified applicants who meet department preferences.
- Develop relationships with other departments to find out how we can better meet their hiring needs.

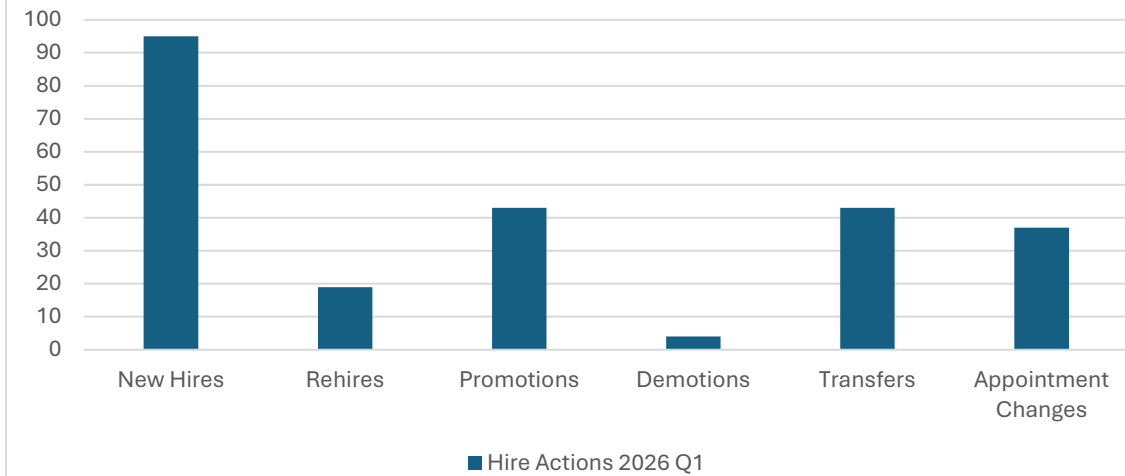
- Update the weekly orientation to better reflect the current goals of the administration.
- Streamline the hiring process for seasonal employees to reduce onboarding time.
- Eliminate unnecessary barriers in the background vetting by coordinating with Classifications to update positions based on current reality (requiring a drivers report for non-driving positions for example).
- Reduce corrections needing to be made to employee records by ensuring more accurate input from the beginning through training and validation.

2026 1st Quarter Performance Results
Applications Received and Processed



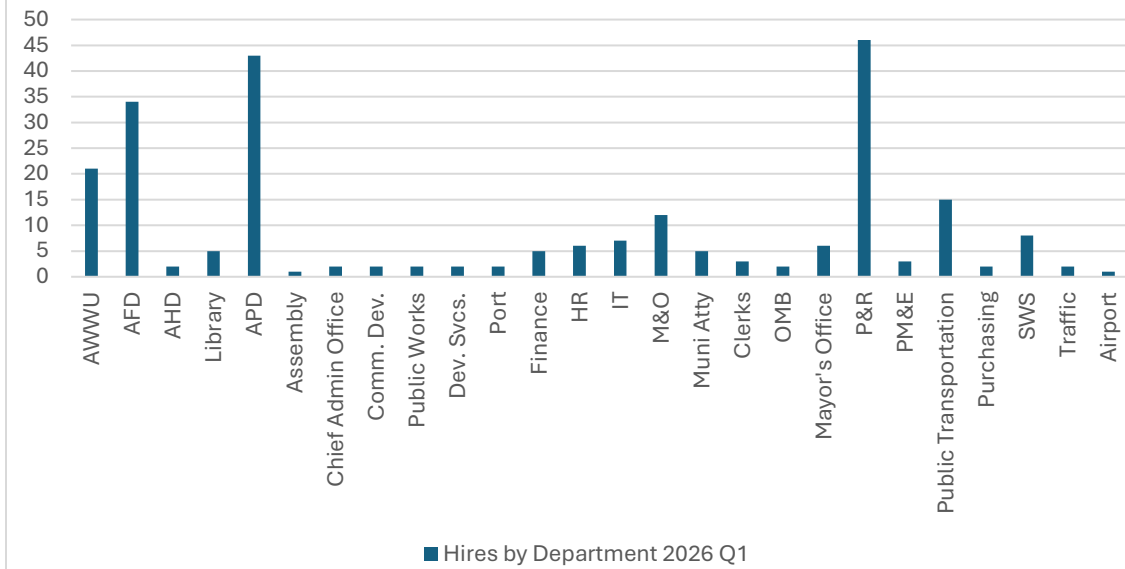
Hire Actions Completed

Hire Actions 2026 Q1
Total - 241

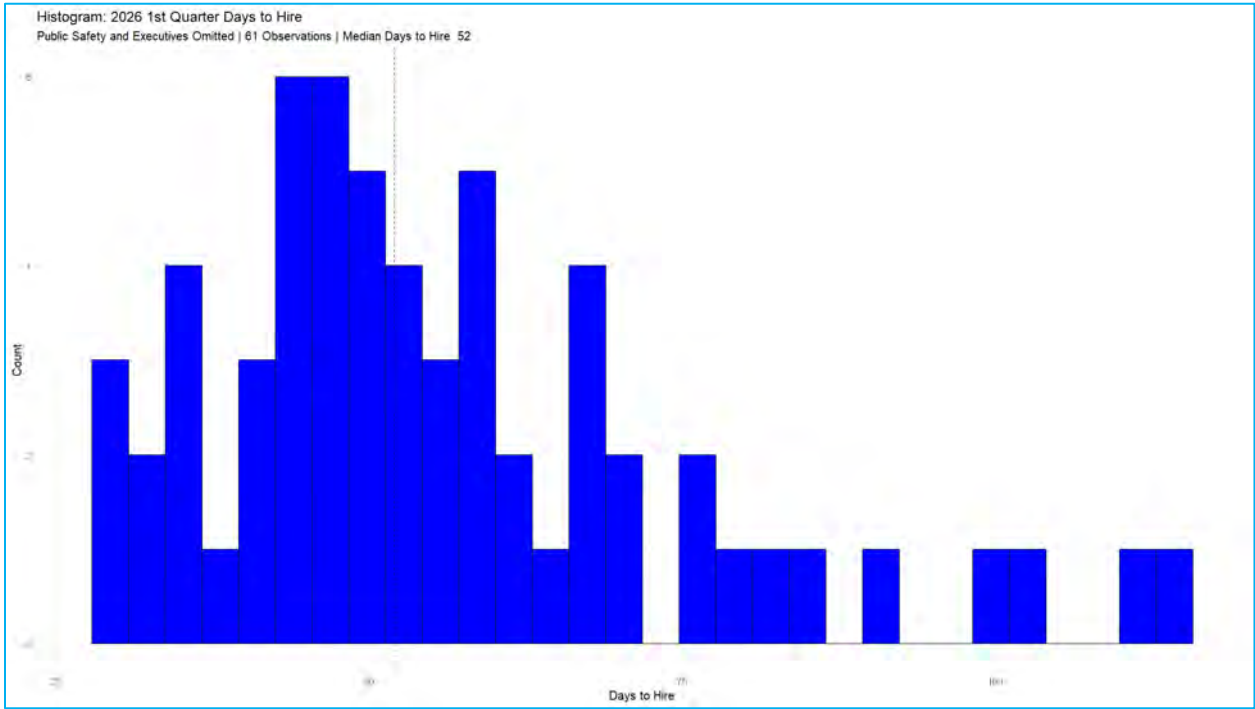


Hire Actions by Department

Hires by Department 2026 Q1



Time to Hire



Records Division

Human Resources Department

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Records Services Mission

The Records Services team safeguards the integrity of official personnel records by ensuring all employee data and personnel actions are processed accurately, consistently, and in full compliance with applicable policies, regulations, and legal requirements. Through disciplined record management, timely transaction processing, and standardized onboarding practices, the team mitigates organizational risk and supports accountability across all Municipal departments.

Records Direct Services

Records Services delivers essential direct support to Municipal departments by ensuring personnel records are accurate, compliant, and up to date throughout the employee lifecycle. The team processes a wide range of personnel actions, including acting and working out-of-class assignments, separations, name changes, step and COLA increases, department transfers, APD senior status updates, and PIP documentation. In addition, Records Services manages CDL, education, and certification updates, coordinates Mayor's Service Recognition Awards, facilitates payroll check distribution, and supports onboarding and contractor badging. All services are performed with a focus on timeliness, accuracy, and consistent adherence to policy.

Records 2026 1st Quarter Accomplishments

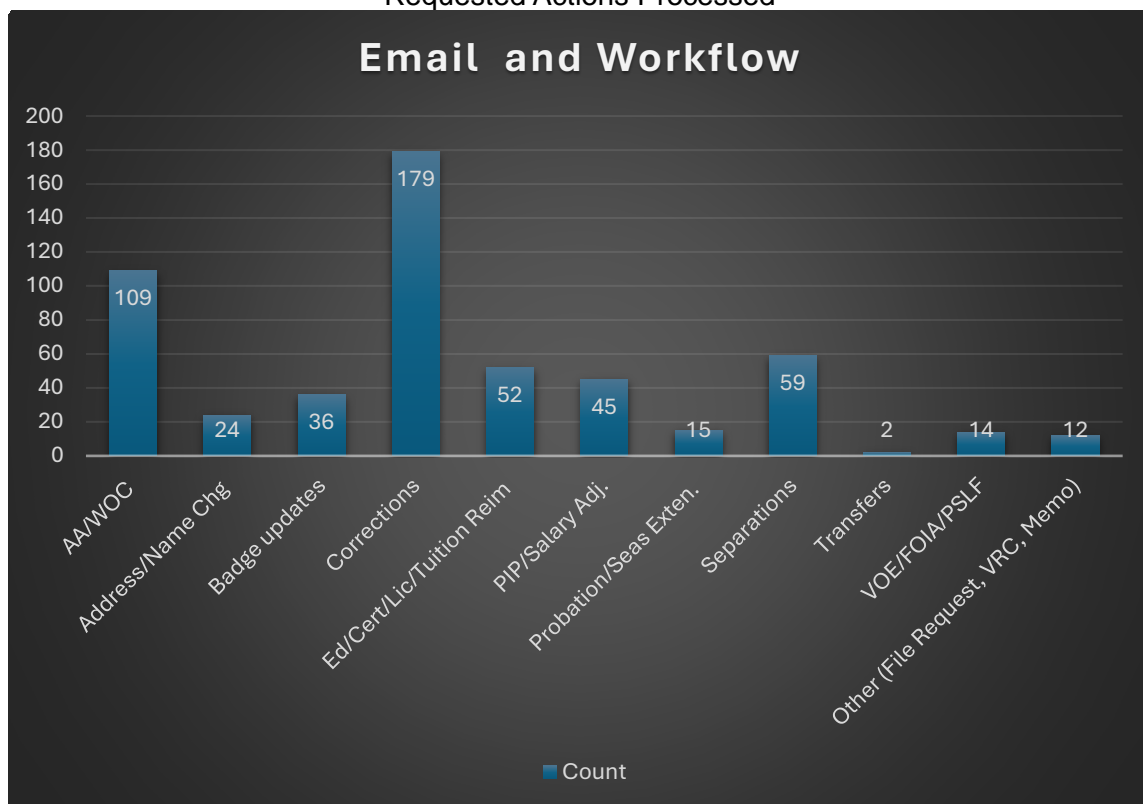
- Achieved 100% team staffing by March 2026, including onboarding of 1 Supervisor (January), increasing leadership coverage and improving service responsiveness.
- Implemented centralized Records Log (Feb 2026), improving workload visibility, supporting performance discussions, and reducing administrative inefficiencies impacting employee experience.
- Processed 911+ personnel actions; updated and created 130 employee badges.
- Executed audits to mitigate compliance risk and ensure data integrity: Personnel File Audit (completed March), I-9 Audit (completed February), Residence Status Audit (completed March), Honeywell Audit (completed March)
- Maintained ongoing union and I-Flag reporting to ensure regulatory compliance and reporting accuracy.
- Identified high-error transaction categories (179 corrections) and implemented targeted process improvements and training to reduce rework and audit findings.
- Completed (6 major initiatives): Records Log implementation (Feb), VRC File Review (2020–2024) (Feb), I-9 Audit (Feb), Honeywell Audit (Mar), Personnel File Audit (Mar), Residence Status Audit (Mar)
- Strengthened compliance posture and reduced organizational risk through proactive audits and error reduction strategies

Records 2026 2nd Quarter Goals

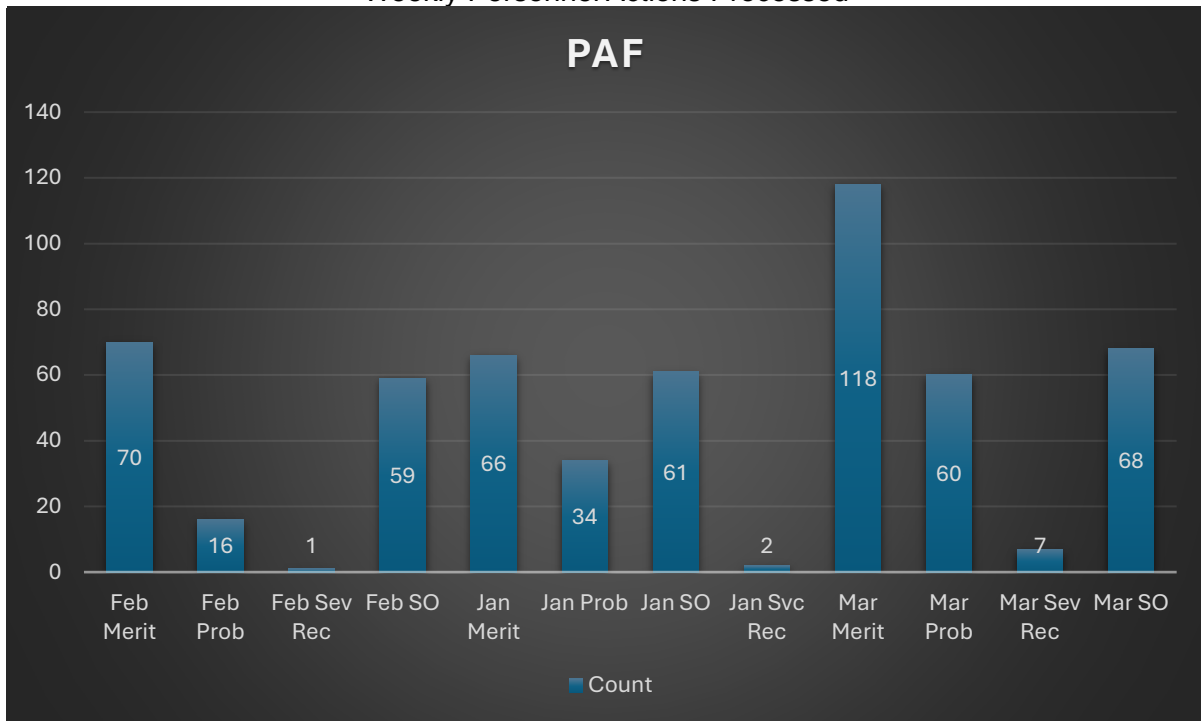
- Decrease correction volume (baseline: 179 in Q1) by 15–20% by addressing root causes and improving first-pass accuracy.
- Achieve 95–100% audit readiness across all personnel file categories through monthly internal audits and spot checks.

- Ensure 100% completion and validation of required documentation (I-9, residence status, CDL, etc.) within defined timelines.
- Develop and publish standard operating procedures (SOPs) for all core records and personnel processes.
- Complete phase 2 of records digitization initiative, prioritizing high-access and high-risk files.
- Streamline and consolidate recurring reports, reducing manual effort and duplication by at least 20%.
- Provide targeted training sessions for common error areas, reducing repeat inquiries and rework.
- Crosstrain 100% of team members on at least 2 additional functional areas to improve coverage and flexibility.
- Implement monthly performance and development check-ins using data from the Records Log.
- Complete ongoing Q1 initiatives, including electronic file transition (phase progression), Records retention/destruction backlog reduction, Procedures for Records finalized and implemented, Validation Cheat sheet for reviews.

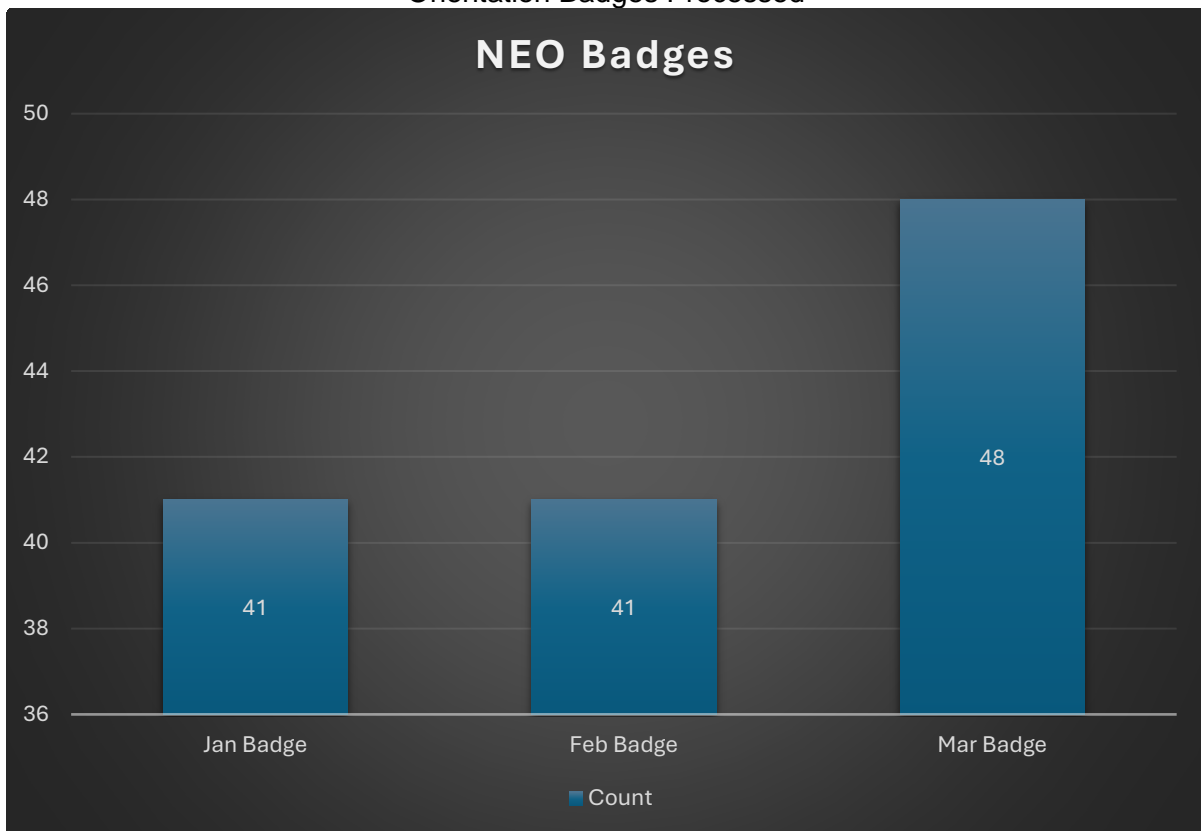
2026 1st Quarter Performance Results
Requested Actions Processed



Weekly Personnel Actions Processed



Orientation Badges Processed



Payroll Division

Human Resources Department

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Mission

Central Payroll Department is a dedicated team of professionals committed to processing and paying our employees on-time and accurately, providing our employees with excellence in customer service, and supporting the Municipality of Anchorage efforts to achieve its mission

Core Services

- Process and issue payroll payments accurately and on schedule
- Respond to employee inquiries regarding timecards, pay, and payroll-related concerns
- Provide training to new employees on timekeeping systems and payroll procedures
- Manage payroll deductions, including direct deposits, W-2s, W-4s, garnishments, parking permits, and union dues
- Administer leave programs, including leave donations and overall leave tracking
- Conduct payroll and leave audits, including research and resolution of discrepancies
- Process pay corrections and retroactive payments as needed
- Prepare and submit monthly, quarterly, and annual governmental payroll reports

Accomplished Goals

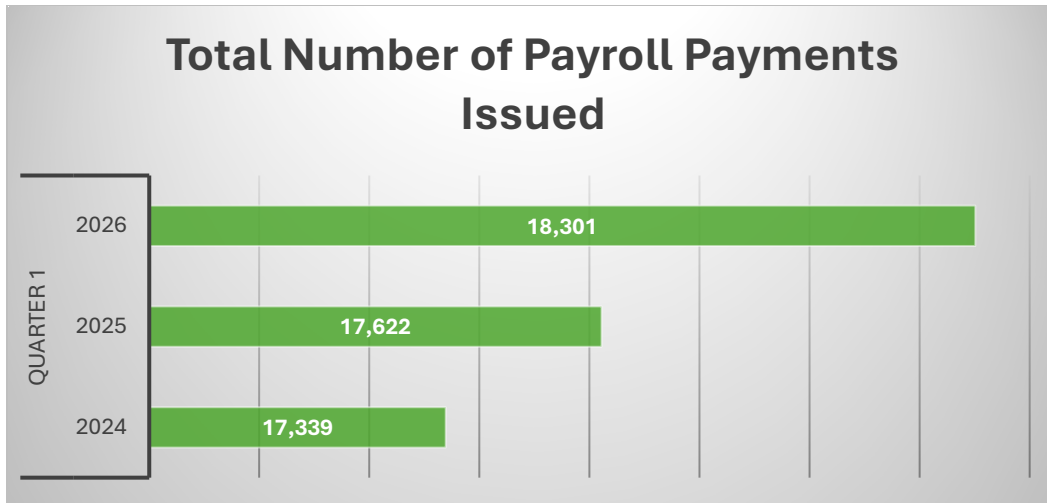
- Successfully completed and submitted all 2025 W-2 forms in advance of the required deadline
- Accurately implemented and reported new government overtime regulations on 2025 W-2 forms
- Processed payroll for an average of 2,695 employees across seven on-cycle pay periods, ensuring timely and accurate payment
- Implemented and improved internal practices to better support departments, resulting in reduced payroll review and processing time
- Continued to provide tools, resources, and guidance to support consistent, efficient, and effective payroll processes across the organization

Performance Measures

Progress in achieving goals will be measured by:

Measure #1: Number of Payroll Payments made to Municipal Employees

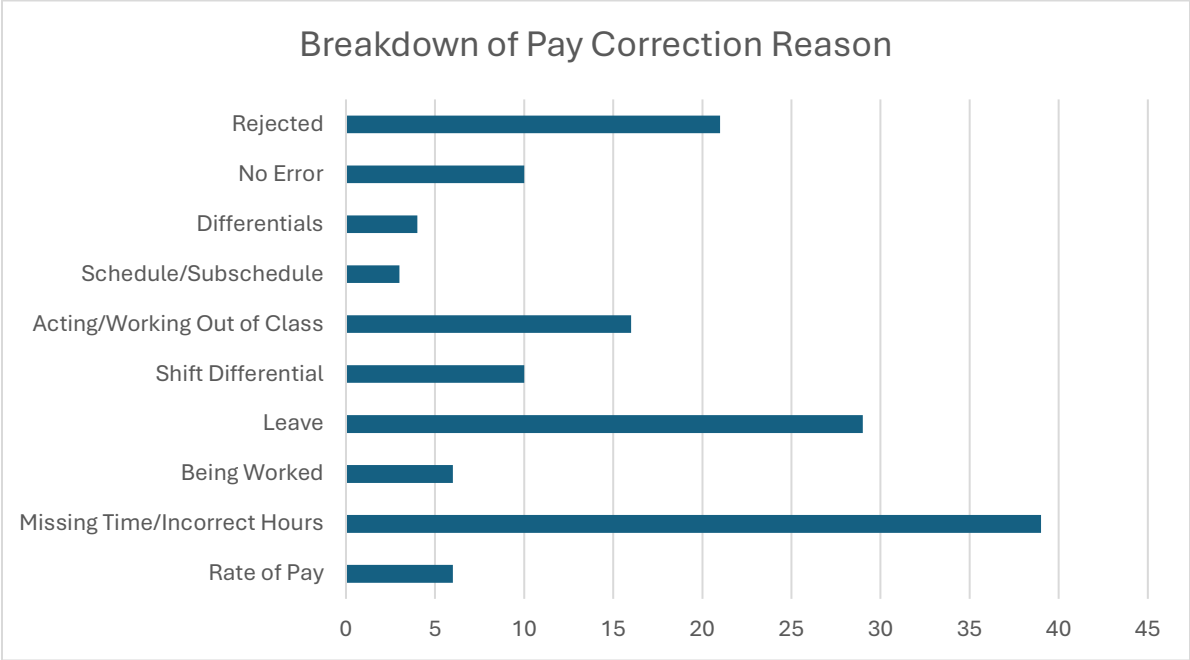
- The Municipality of Anchorage maintained an average of 2,695 employees during the first quarter of 2026.
- There were seven (7) regular on-cycle pay periods during the quarter, excluding any off-cycle payments.
- Off Cycles are typically for employees separating from the Municipality of Anchorage and are processed twice weekly, as needed.



Measure #2: Errors in Pay

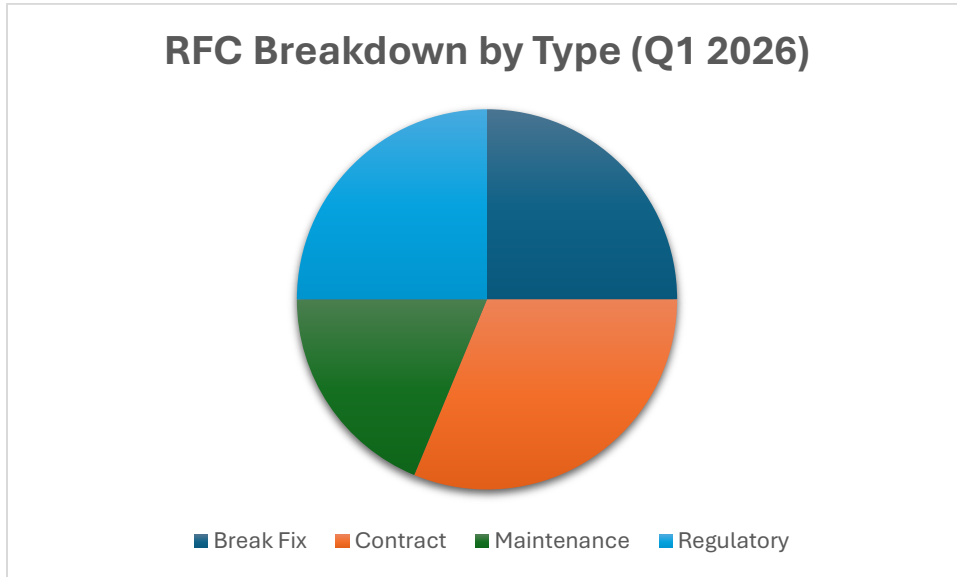
When a payroll error occurs, a pay correction form is submitted to Central Payroll for review and processing. In the first quarter of 2026, a total of 144 pay corrections were submitted, representing 0.79% of all payroll payments issued. The average completion time per pay correction was 6 days.

The graph below illustrates the breakdown of reasons for the pay corrections received. Overall, the low correction rate indicates a high level of payroll accuracy; however, the distribution of error types highlights key areas for process improvement and targeted training to further reduce errors and improve turnaround time.



Measure #3: Request for Change

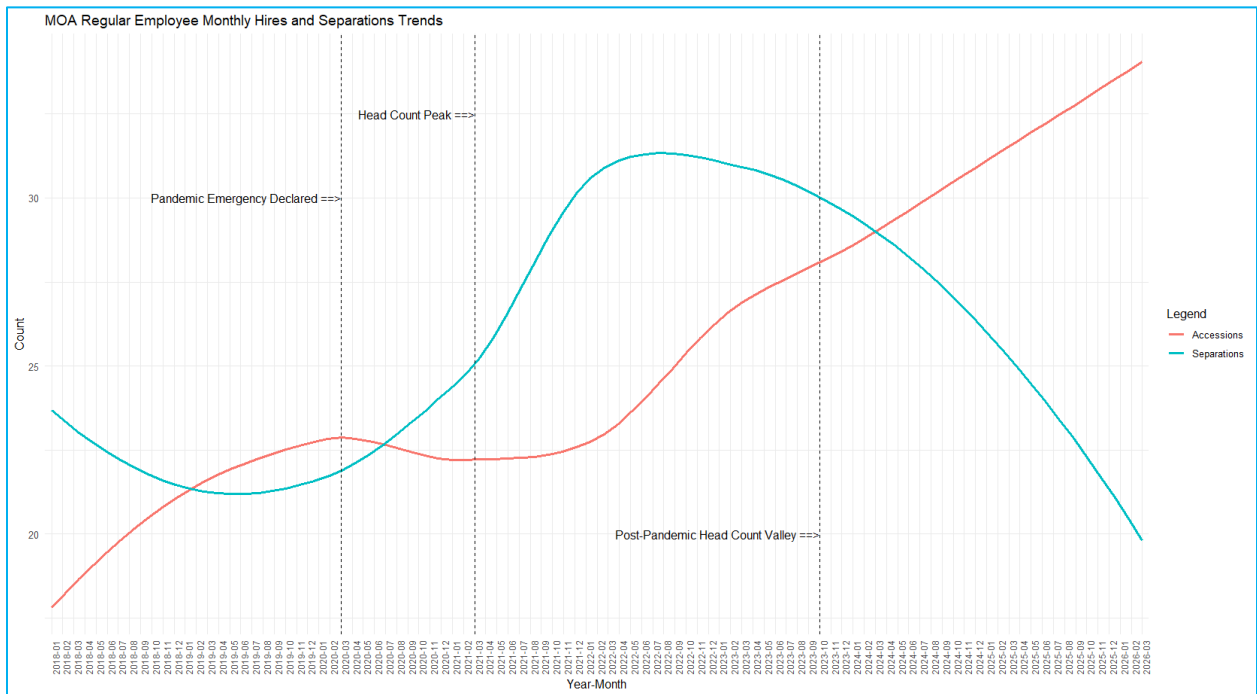
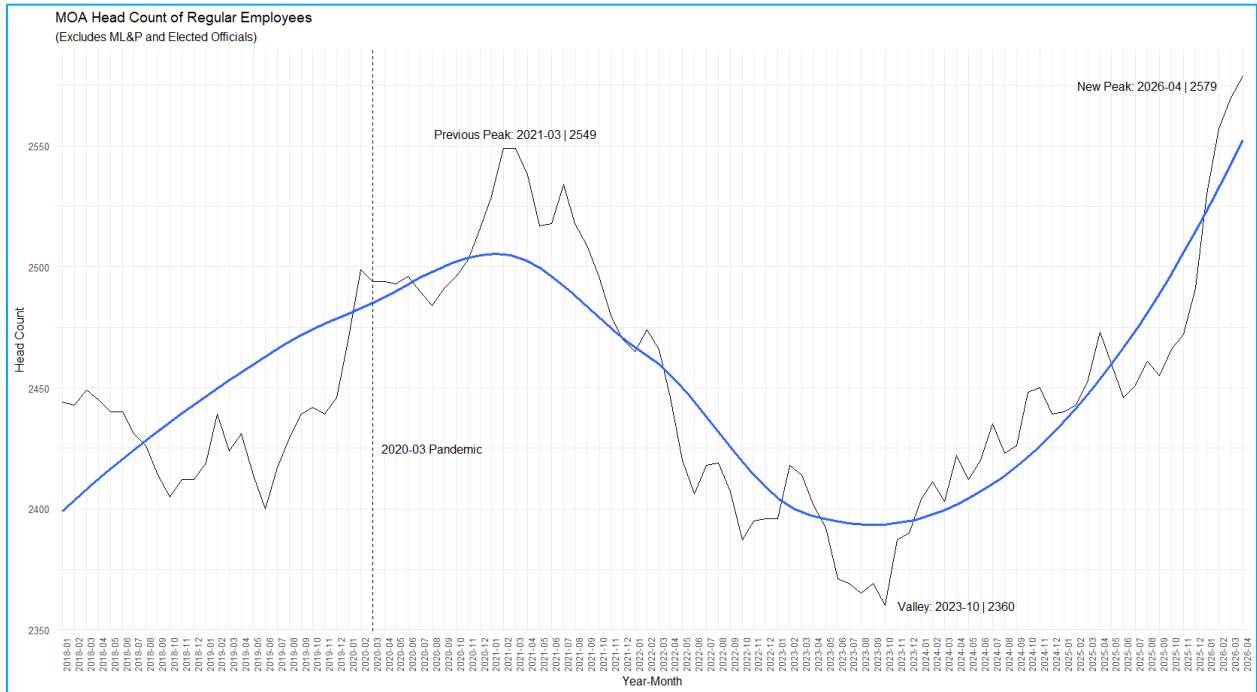
Requests for Change (RFCs) are used to document updates required in SAP. These updates may include break fixes, general maintenance, contract modifications or regulatory changes. Of the sixteen (16) RFCs in workflow, ten (10) were completed during the first quarter. The graph below illustrates the breakdown of RFCs by type, providing insight into the primary drivers of system changes during the reporting period.

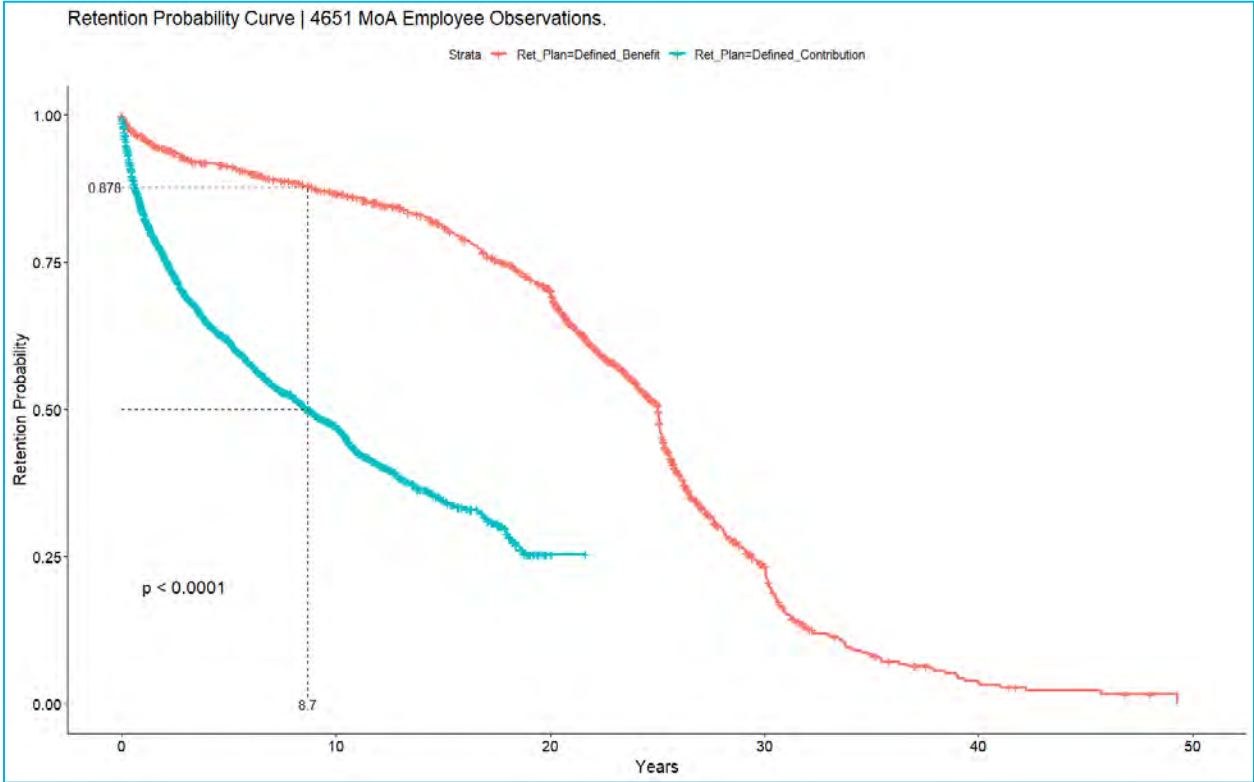


HR Analytics Services Division Human Resources Department

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Provide routine and ad hoc analytic services to leadership on MOA organizational health including; descriptive analytics, diagnostic analytics and predictive analytics.





Employee Benefits & Compliance Division **Human Resources Department**

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Employee Benefits and Compliance Mission

The mission of the Employee Benefits & Compliance Division is to provide comprehensive and equitable administration of employee benefit programs — including medical, dental, vision, retirement, life, and disability insurance — that promotes the health, financial security, and well-being of our workforce. The division ensures compliance with applicable federal and statutory laws and regulations such as Federal DOT, ADA, FMLA, and AFLA, oversees budgetary stewardship of benefit programs, and delivers transparent, high-quality service to employees and the public. Through integrity, accountability, and collaboration, we support our city's mission to foster a thriving, inclusive, and sustainable workplace, and community.

Employee Benefits and Compliance Direct Services

Employee Benefits & Compliance is split into two distinct sections that are responsible for a variety of services that support municipal employees and the public.

Benefits team members assist employees with core health benefits, retirement, voluntary benefits, and lifecycle management. They guarantee questions/concerns are answered from New Employee Orientation (NEO) presentations, via email, in-person and telephonic to assist employees in electing the benefits that best fit their needs.

Compliance team members assist with job protection and restoration under FMLA/AFLA and salary continuance with disability insurance elections. Through ADA accommodations and education, they advocate for employees and members of the public with disabilities to discourage discrimination. Compliance tracks reported incidents through the compliance phone, determining the necessity for drug and alcohol testing due to accidents or reasonable suspicion.

Supporting the Benefits & Compliance team members are the Senior Accountant and the Benefits Administrator whose tasks vary depending on the needs of the team and the department. They provide oversight and support to Human Resources while managing core health benefits vendor and health trust payments, initiate SAP Requests for Change (RFC), negotiate benefits related contracts, maintain a balanced HR budget, and assume responsibility for various special projects.

Employee Benefits and Compliance 2026 1st Quarter Accomplishments

- Successfully validated core health benefits enrollments and municipal contributions on a bi-weekly basis to identify needed corrections, which equaled less than five ten-thousandths of a percent (Table 1).
- Maintained accurate health trust and voluntary benefits enrollments and timely payments to vendors, and health trusts (Table 2).
- Monitored and promoted voluntary retirement plan participation (Table 3).
- Reconciled APDEA and IAFF 401(k) employer match for the annual true-up and on an ad hoc basis for separations from employment (Table 4).
- Coordinated FMLA/AFLA job protected unpaid leave requests with leave management vendor, employees, and supervisors (Table 5).

- Synchronized MOA Paid Parental Leave (PPL) requests with employees and Central Payroll Services (Table 6).
- Engaged in interactive ADA process with employees, supervisors, and other departments to administer approved ADA Accommodations (Table 9).
- Staffed Compliance Phone and received initial notification of accidents involving MOA vehicles and personnel. Determined necessity of drug and alcohol testing due to the severity of the accidents (Table 8).
- Tracked Signs and Symptom training for supervisors. Enrolled employees in required training and provided supporting materials upon completion of the course (Table 9).

Employee Benefits and Compliance 2026 2nd Quarter Goals

1. Revise and streamline Signs and Symptoms (S&S) training tracking to increase number of fully trained supervisors and staff with oversight capacity.
 - Enhance tracking to capture supervisors required to take the S&S training every 2 years.
 - Identify first and second level supervisors of employees required to take S&S training.
 - Develop notification process to communicate with employees and their supervisors when training is required; 60 days prior, 30 days prior two weeks prior and expired.
2. Develop and schedule quarterly presentations for in-depth ADA/FMLA/PPL training.
 - Create training presentation and corresponding materials regarding the importance and legal requirements of ADA Compliance, FMLA/AFLA job protections and municipal sponsored Paid Parental Leave (PPL).
 - Schedule and communicate available training dates to all municipal employees.
 - Conduct in-depth ADA/FMLA/PPL training.
3. Establish Return to Work (RTW) coordination process with Leave Administrator, ADA Coordinator, leave management vendor and all MOA departments. This process will assist employees in returning to work sooner in a reduced capacity.
 - Identify process gaps in existing RTW procedures and work with shareholders to revise current departmental processes.
 - Work with Law to develop RTW procedures that comply with collective bargaining agreements, FMLA/AFLA, Health Insurance Portability and Accountability Act (HIPAA) and Americans with Disabilities Act (ADA).
 - Implement new process, develop a communication plan, and schedule mandatory training for all MOA departments.
 - Work closely with Leave Administrator and ADA Coordinator to apply RTW process.
4. Create strategic, benefits cost containment measures to maintain the integrity and financial stability of the 603 Fund.
 - Work with Benefits broker to identify cost savings initiatives for the MOA health plans.
 - Present cost containment measures to Executive Health Care Committee (EHCC) and Health Care Committee (HCC) for discussion.
 - Begin implementation of approved measures for January 1 effective date.

Q1 2026 Measurements

Table 1

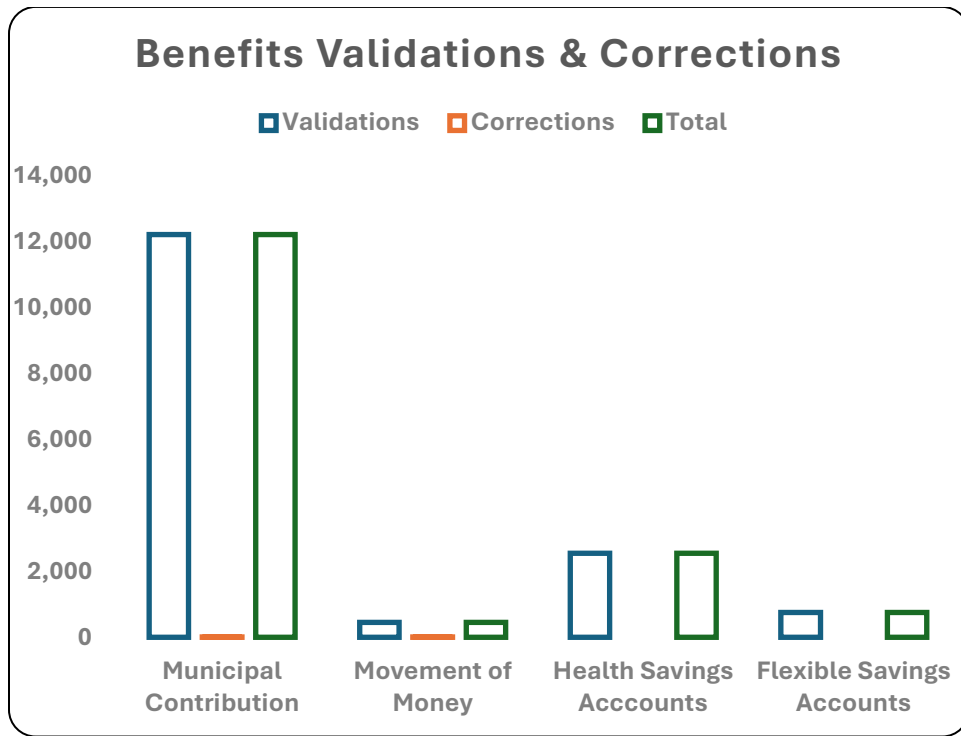


Table 2

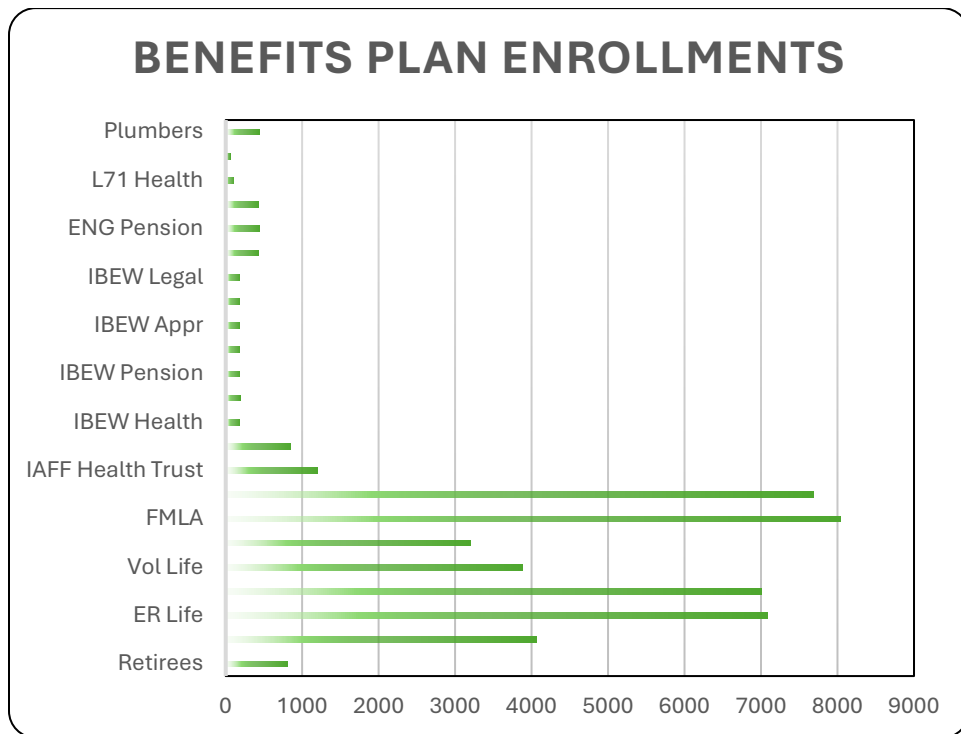


Table 3

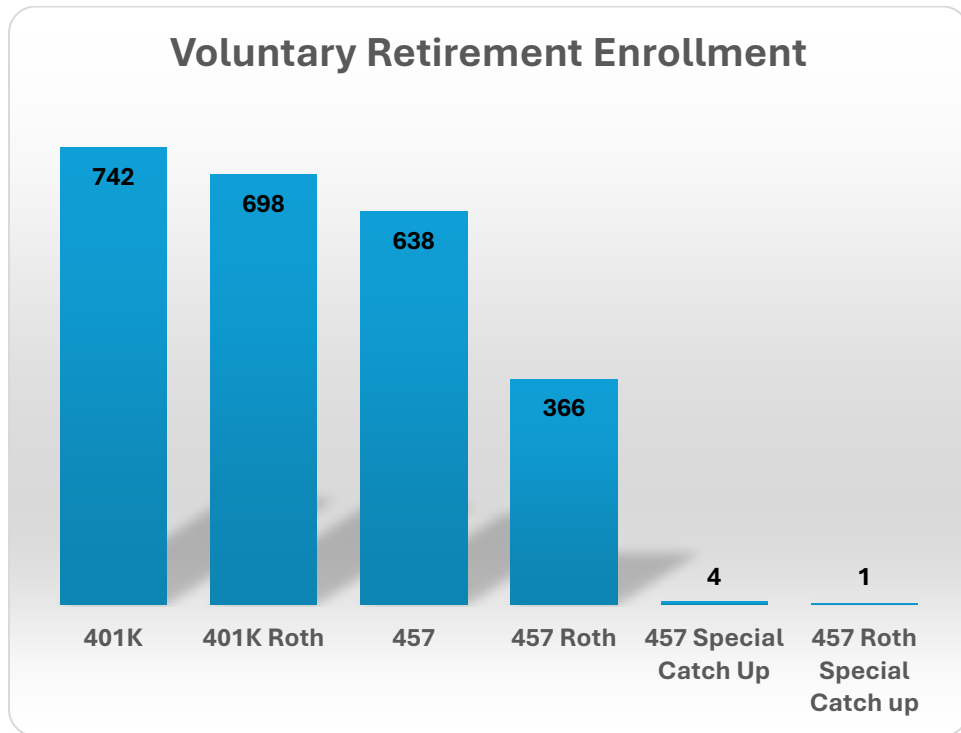


Table 4

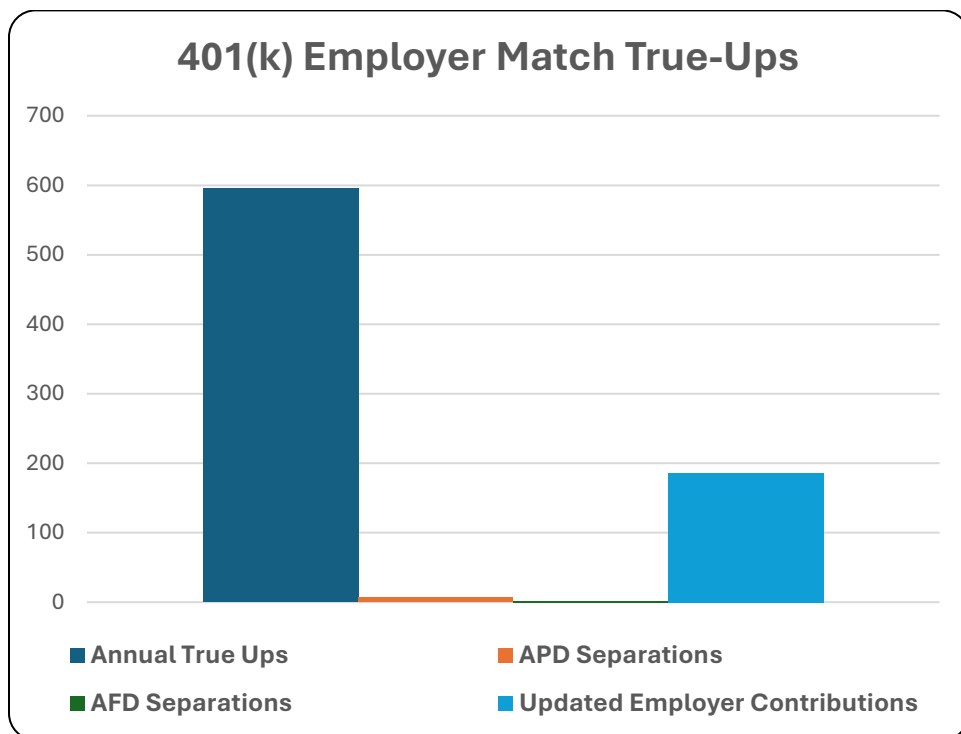


Table 5

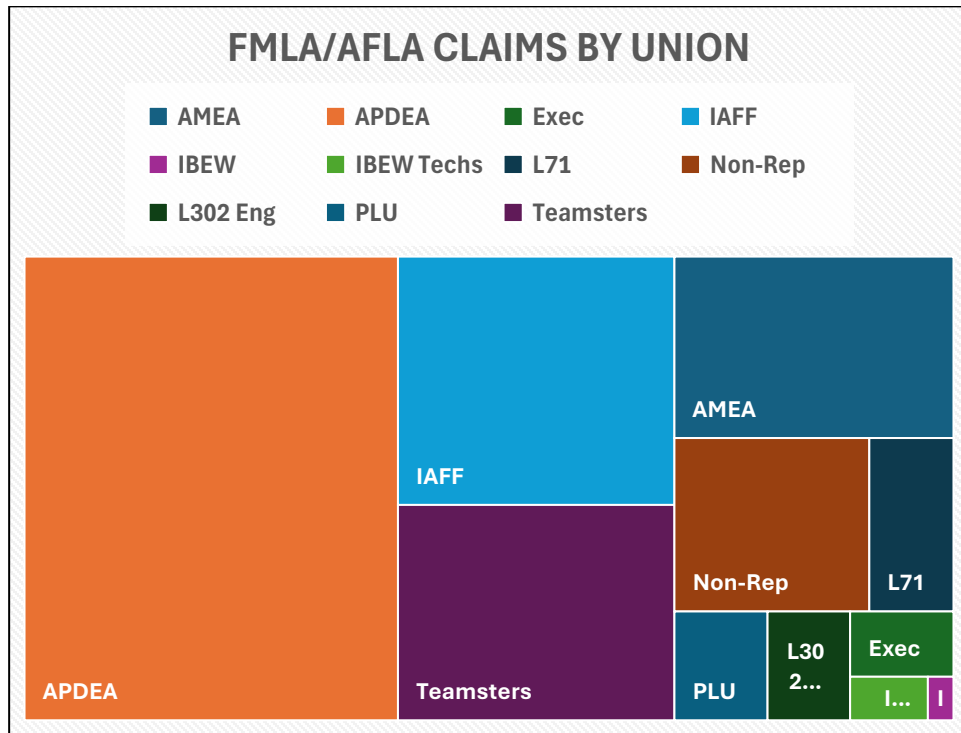


Table 6

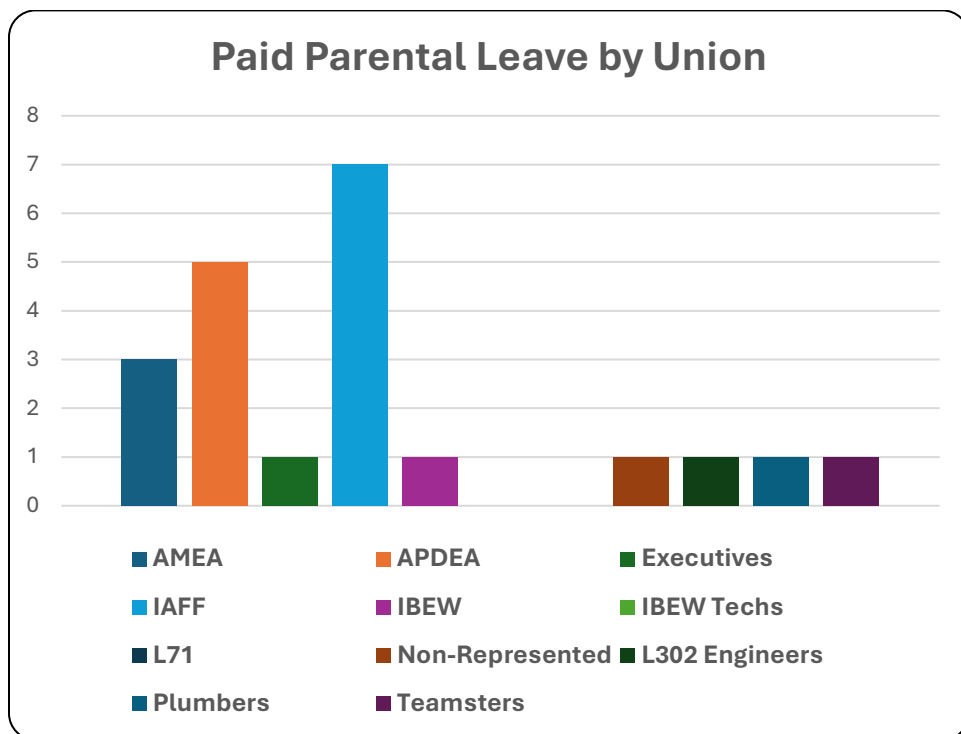


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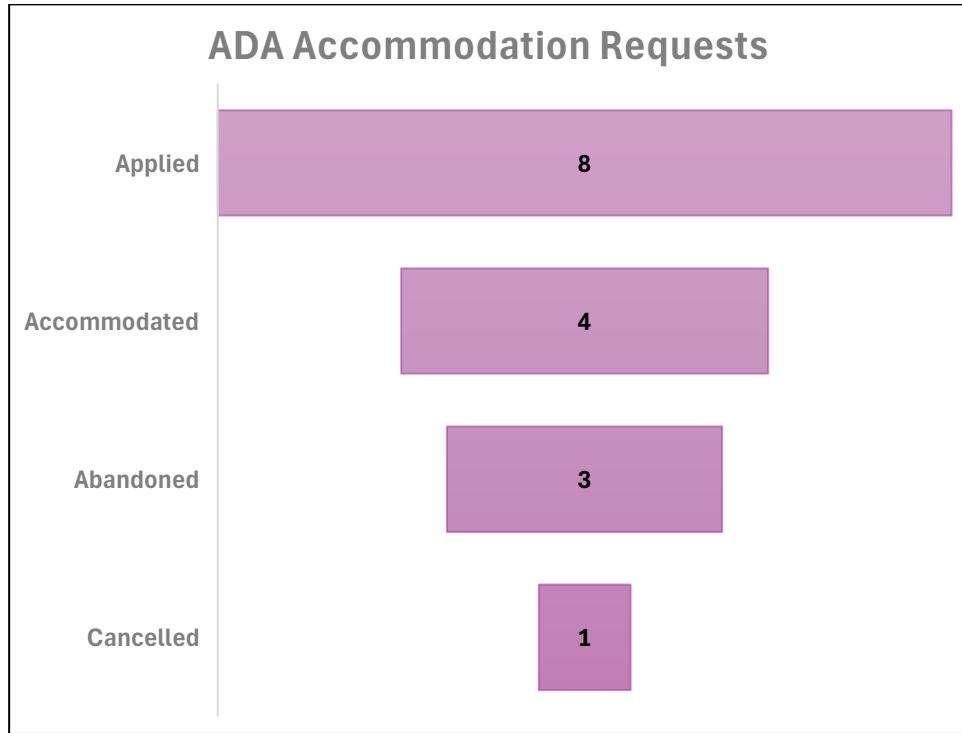


Table 8

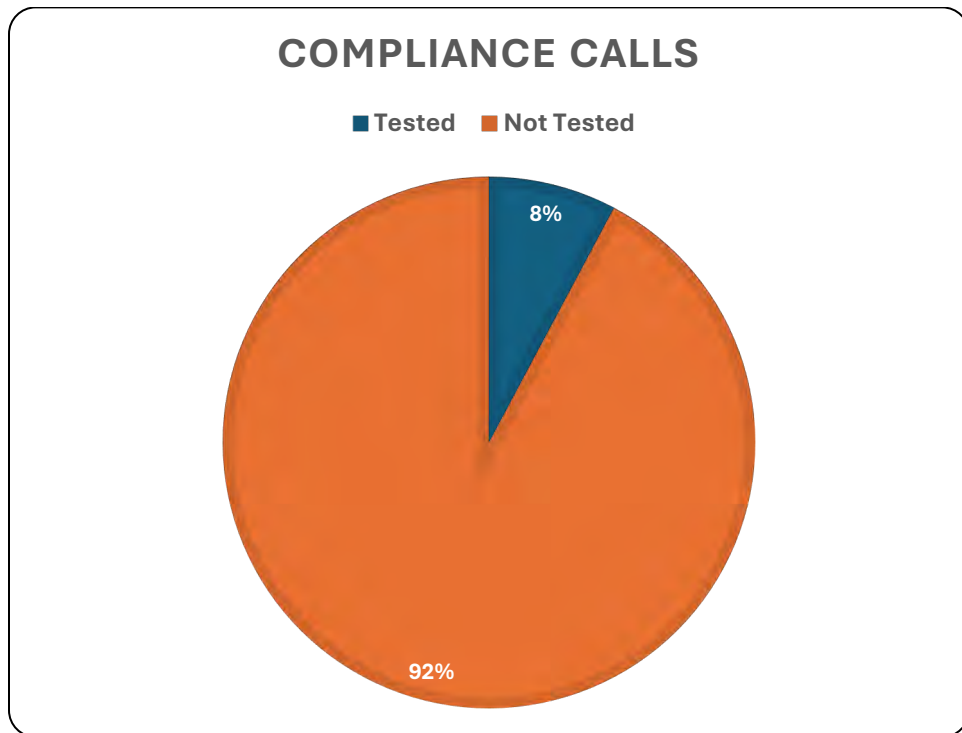
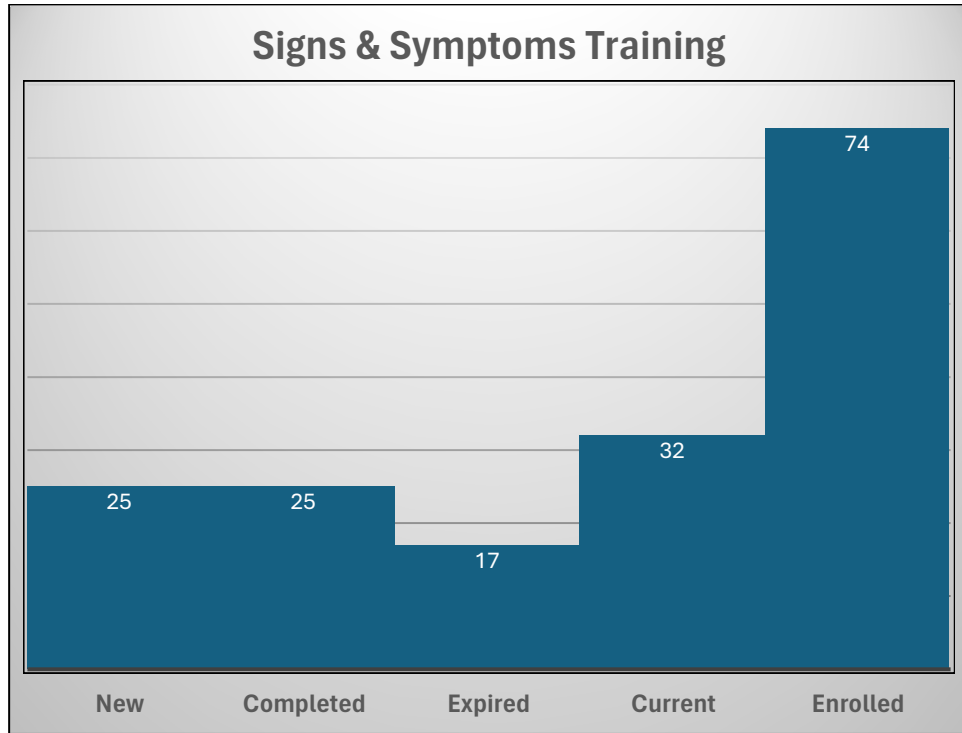


Table 9



Employee and Labor Relations Division Human Resources Department

Anchorage: Performance. Value. Results.

Employee and Labor Relations Mission

The Employee and Labor Relations team fosters a safe, respectful, and productive work environment that supports the mission of the Municipality of Anchorage. We achieve this through the effective negotiation, interpretation, and administration of Municipal Personnel Rules and collective bargaining agreements.

We are committed to building and maintaining collaborative, good-faith relationships with our union partners, recognizing their essential role in representing employees and contributing to organizational success.

Employee and Labor Relations team provide training and consultative guidance on contract and personnel matters, promoting consistent, equitable, and transparent application of policies and agreements across the Municipality.

Employee and Labor Relations Direct Services

The Employee and Labor Relations team provide expertise in employee and labor relations, contract administration, and training and development. We strive to be collaborative, responsive, and solution-oriented, delivering sound guidance on personnel and contract matters.

We communicate expectations, direction, and timelines clearly to ensure efficient, timely resolution of issues and concerns. In partnership with leadership and union representatives, we promote consistent, fair, and effective workplace practices across the Municipality.

Employee and Labor Relations 2026 1st Quarter Accomplishments

- Developed employee and supervisory training modules for implementation in 2026.
- Reduced average investigation timelines from 2-3 months to approximately 30 days.
- Responded to and investigated NAVEX complaints with a target resolution timeframe of 30 days or less.
- Standardized the use of closure memorandums, ensuring consistent communication of outcomes to all involved parties in workplace concerns and complaint investigations.

Employee and Labor Relations 2026 Q2 Goals:

- Launch revised training program for supervisors and staff, including Management Essentials for new leaders.
- Ensure the revised Municipal evaluation for supervisors and staff, and Rater's Guide for supervisors, is implemented.
- Complete leadership training sessions on ratified union contracts for AMEA, and IAFF.

Employee and Labor Relations Division - Performance Measure #1

Complete all workplace investigations and NAVEX complaint within 30 days, with closure memorandums consistently provided to all parties.

Type

Quantitative Assessment

Measured by:

- Number of days from investigation notice or NAVEX complaint submission to case closure
- Target: 90% of investigations and NAVEX complaints completed within 30 days

NAVEX Complaints – 9 Complaints – Average 38.5 Days – 67% within 30 Days
Investigations – 49 Investigations – Average 22.3 – 53% Complete within 30 Days

Investigations & NAVEX Complaints			
2026 Q1	Total	Complete within 30 Days	% Complete within 30 Days
NAVEX Complaints	9	6	67%
Investigations	46	26	57%

Employee and Labor Relations Division - Performance Measure #2
Employee Training Participant Satisfaction

Type

Quantitative Assessment (Evaluation to Begin Q2 2026)

Measured by:

- Percentage of supervisors and employees who participated in training and rate their likelihood to recommend the training to others at 4 out of 5 or higher.