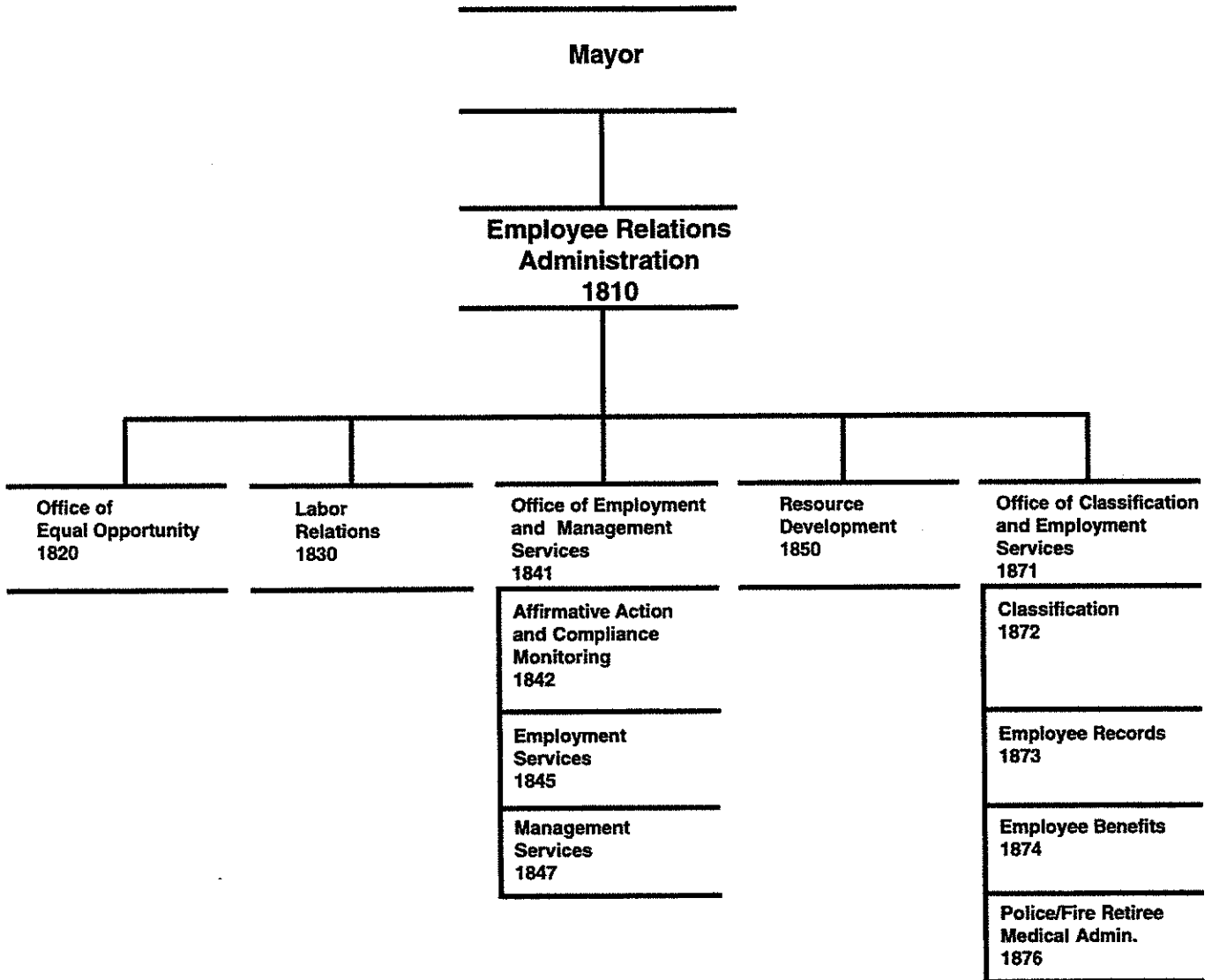


# **EMPLOYEE RELATIONS**

# **EMPLOYEE RELATIONS**



**DEPARTMENT SUMMARY**

**Department**

**EMPLOYEE RELATIONS**

**Mission**

To provide comprehensive human resource systems and services for the Municipality in a responsive, efficient, equitable and professional manner so that the Municipal work force can provide required services to the public as measured by the demand for our services and organizational support.

**Major Program Highlights**

- Develop and implement programs to promote employees' awareness of health cost management and achieve health cost containment.
- Negotiate competitive compensation, cost containment and productivity provisions under labor contracts for Municipal employee organizations.
- Provide basic training for Municipal employees to meet merit system requirements.
- Conduct classification reviews to ensure that employee duties and responsibilities are commensurate with the funding level authorized for positions.
- Conduct organizational reviews to assist Municipal Departments in meeting program objectives and community service priorities without additional service costs.
- Coordinate Municipal compliance with the Drug Free Workplace Act and UMTA drug testing requirements.
- Provide education and coordinate affirmative action and disability management programs.
- Maintain an automated personnel/payroll system for payroll processing and to develop and provide human resources information.
- Ensure equitable participation of minority/women businesses in Municipal contracting opportunities.
- Coordinate Municipal compliance with the Americans with Disabilities Act (ADA).
- Operate comprehensive recruitment and employment program to provide adequate staffing to Municipal agencies.

**RESOURCES**

	1996	1997
Direct Costs	\$2,771,250	\$2,591,170
Program Revenues	\$ 20,500	\$ 20,500
Personnel	31FT 1PT	31FT 1PT

1997 RESOURCE PLAN

DEPARTMENT: EMPLOYEE RELATIONS

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1996 REVISED	1997 BUDGET	1996 REVISED				1997 BUDGET			
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
EMPLOYEE RELATIONS ADMIN	196,260	222,610	3			3	3			3
EQUAL OPPORTUNITY	265,050	270,430	4			4	4			4
LABOR RELATIONS	331,880	171,270	1			1	1			1
EMPLOYMENT/MANAGEMENT SVS	754,520	709,320	9			9	9			9
OFFICE RESOURCE DEVELOP	192,560	195,420	2			2	2			2
CLASS & EMPLOYEE SVCS	855,980	847,120	12	1		13	12	1		13
POLICE/FIRE RET MED LIAB	175,000	175,000								
OPERATING COST	2,771,250	2,591,170	31	1		32	31	1		32
ADD DEBT SERVICE	0	0								
DIRECT ORGANIZATION COST	2,771,250	2,591,170								
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	1,451,280	1,545,270								
TOTAL DEPARTMENT COST	4,222,530	4,136,440								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	3,941,760	3,869,430								
FUNCTION COST	280,770	267,010								
LESS PROGRAM REVENUES	20,500	20,500								
NET PROGRAM COST	260,270	246,510								

1997 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
EMPLOYEE RELATIONS ADMIN	211,590	2,790	9,510		223,890
EQUAL OPPORTUNITY	259,770	1,430	7,230	2,000	270,430
LABOR RELATIONS	91,780	1,290	80,790		173,860
EMPLOYMENT/MANAGEMENT SVS	631,680	15,280	67,480		714,440
OFFICE RESOURCE DEVELOP	148,450	30,600	17,650		196,700
CLASS & EMPLOYEE SVCS	711,980	23,250	115,610	760	851,600
POLICE/FIRE RET MED LIAB			175,000		175,000
DEPT. TOTAL WITHOUT DEBT SERVICE	2,055,250	74,640	473,270	2,760	2,605,920
LESS VACANCY FACTOR	14,750				14,750
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	2,040,500	74,640	473,270	2,760	2,591,170

**RECONCILIATION FROM 1996 REVISED BUDGET TO 1997 BUDGET**

**DEPARTMENT: EMPLOYEE RELATIONS**

	<u>DIRECT COSTS</u>	<u>POSITIONS</u>		
		FT	PT	T
<b>1996 REVISED BUDGET:</b>	\$ 2,771,250	31	1	0
<b>1996 ONE-TIME REQUIREMENTS:</b>				
- Evaluate Testing Procedures for Public Safety Positions	(20,000)			
<b>AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1997:</b>				
- Salaries and Benefits Adjustment	(8,860)			
- Non-Personal Services Inflation Adjustment	8,990			
<b>1996 CONTINUATION LEVEL:</b>	\$ 2,751,380	31	1	0
<b>FUNDED NEW/EXPANDED SERVICE LEVELS:</b>				
- Section 218 Social Security Participation Agreement	10,000			
<b>UNFUNDED CURRENT SERVICE LEVELS:</b>				
- None				
<b>MISCELLANEOUS INCREASES (DECREASES)</b>				
- Reduce Labor Negotiations	(145,000)			
- Reduce Labor Relations Assistance Costs	(20,000)			
- Reduce Costs for Investment Advisor	(7,500)			
- Reduce Consulting Costs	(5,000)			
- Increase Supplies and Fund Travel in Class & Emp	7,150			
- Fund Outreach Recruitment and Travel for Recruitment	5,920			
- Increase Retiree Medical Valuation	2,500			
- Miscellaneous Increases	710			
- Inflation Absorption	(8,990)			
<b>1997 BUDGET:</b>	<u>\$ 2,591,170</u>	<u>31 FT</u>	<u>1 PT</u>	<u>0 T</u>

## 1997 PROGRAM PLAN

DEPARTMENT: EMPLOYEE RELATIONS            DIVISION: EMPLOYEE RELATIONS ADMIN  
PROGRAM: Employee Relations Administration

### PURPOSE:

To direct, coordinate, and assist the activities of four offices supporting the Municipal workforce and to provide departmental input on proposed Municipal activities, policies, plans, and reorganizations. To prepare the department's budget and review state, federal and Municipal legislation.

### 1996 PERFORMANCES:

- Managed and directed work activities for the department's four program offices/agencies.
- Allocated resources to meet Municipal and department objectives.
- Participated in administrative activities before the Assembly and the boards, commissions and task forces supported by the department.
- Directed and developed strategies to complement the cost containment goals of the Municipality.
- Administered personal services contracts for outside counsel.
- Administered the department's budget and prepared 1997 budget.
- Monitored federal, state and local legislation.
- Developed human resource policies and procedures for the Municipality.
- Supported Municipal Employee Incentive Committee.
- Developed and managed department's Emergency Management Plan.
- Managed Municipal Fund Raising Initiatives.
- Coordinated department's Management Information System requirements.

### 1997 PERFORMANCE OBJECTIVES:

- Manage and direct work activities for the department's four program offices/agencies.
- Allocate resources to meet Municipal and department objectives.
- Participate in administrative activities before the Assembly and the boards, commissions and task forces supported by the department.
- Direct and develop strategies to complement the cost containment goals of the Municipality.
- Administer personal services contracts for outside counsel.
- Administer the department's budget and prepare 1998 budget.
- Monitor federal, state and local legislation.
- Develop human resource policies and procedures for the Municipality.
- Support Municipal Employee Incentive Committee.
- Develop and manage department's Emergency Management Plan.
- Manage Municipal Fund Raising Initiatives.
- Coordinate department's Management Information System requirements.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: EMPLOYEE RELATIONS ADMIN  
 PROGRAM: Employee Relations Administration  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	149,710		\$	207,520		\$	210,310	
SUPPLIES		2,290			2,790			2,790	
OTHER SERVICES		7,850			14,910			9,510	
DEBT SERVICE		0			860			0	
TOTAL DIRECT COST:	\$	159,850		\$	196,260		\$	222,610	

WORK MEASURES:

- Board/Commission/ Task Forces supported		3		3		3
- Responses/interpre- tations provided		150		150		150
- Board/Assembly action items prepared		50		70		60
- State/federal legislation reviewed and responded to		0		27		30
- Professional services contracts monitored		0		5		10
- Policy and Procedure review for department & the Municipality		0		30		30
- Employee Incentive Committee management		0		15		15

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 1, 12, 18

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Equal Opportunity

DIVISION: EQUAL OPPORTUNITY

### PURPOSE:

To monitor the compliance of the Municipality and its contractors with the requirements of Municipal, state, and federal laws regarding Equal Employment, Minority Business Enterprise, Contract Compliance, and to educate and to assist the public sector and Municipal employees in these areas.

### 1996 PERFORMANCES:

- Minimized complaints of discrimination through training/education.
- Investigated/resolved informal complaints of discrimination.
- Coordinated the Municipality's response to formal complaints.
- Collected and compiled data for required program reports.
- Updated Municipality's Disadvantaged/Women-owned Business Enter. (D/WBE) program and documents to assure compliance with federal requirements.
- Provided assistance and training to Municipal departments and agencies to insure that the Municipality complied with D/WBE requirements.
- Assured D/WBE certification program complied with Federal standards.
- Published and updated the D/WBE directory.
- Developed/implemented affirmative action programs for D/WBE and contract compliance programs.
- Provided assistance to Municipal departments and agencies to ensure that the Municipality complied with contract compliance program requirements.
- Performed construction/professional services project onsite reviews.
- Investigated complaints of non-compliance with D/WBE requirements.

### 1997 PERFORMANCE OBJECTIVES:

- Minimize informal/formal complaints of discrimination through training and education. Investigate/resolve informal complaints of discrimination.
- Coordinate the Municipality's response to formal complaints.
- Collect and compile data for required program reports.
- Annual update of the Municipality's D/WBE program and documents to assure compliance with federal requirements.
- Provide assistance and training to Municipal departments and agencies to insure that the Municipality complies with D/WBE requirements.
- Assure that D/WBE certification program complies with Federal standards.
- Publish and update the D/WBE directory.
- Develop and implement affirmative action programs for D/WBE and contract compliance programs.
- Provide assistance to Municipal departments and agencies to ensure that the Municipality complies with contract compliance program requirements.
- Perform construction and professional services project onsite reviews.
- Investigate/resolve complaints of non-compliance with D/WBE requirements.



1997 PROGRAM PLAN

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Equal Opportunity  
 RESOURCES:

DIVISION: EQUAL OPPORTUNITY

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	251,920		\$	256,550		\$	259,770	
SUPPLIES		1,430			1,430			1,430	
OTHER SERVICES		7,250			7,070			7,230	
CAPITAL OUTLAY		5,000			0			2,000	
TOTAL DIRECT COST:	\$	265,600		\$	265,050		\$	270,430	

WORK MEASURES:

- Informal complaints reviewed		44		55		42
- D/WBE directories distributed		2,000		2,000		2,000
- D/WBE certifications		400		400		400
- Coordinate/investigate formal complaints		23		21		22
- Contract Compliance Certifications		400		400		425
- Onsite D/WBE reviews		250		250		250
- State, local and federal compliance reports compiled		28		28		28
- Provide training and technical assistance in program requirements		116		116		116
- Establish D/WBE goals on projects		75		75		75
- Contract compliance (EEO) performance reports input		1,300		1,300		1,300
- Provide ATU with Contract Compliance Contractor lists		12		12		24
- Review & monitor ATU informal/formal discrimination complaints		12		12		12
- Incorporate ATU stats for MOA annual reports		10		10		10
- On-site visits to construction and professional services proj		850		850		850
- Utilization reports received and reviewed		850		850		850

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 6, 14, 23, 33

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Labor Relations Manager

DIVISION: LABOR RELATIONS

### PURPOSE:

The Labor Relations Manager is responsible for the administration of and conducting contract negotiation, arbitration proceedings and grievance processing. He/she provides guidance and counseling to all Municipal departments concerning labor and grievance issues.

### 1996 PERFORMANCES:

- Negotiated contracts and contract modifications, including holding meet-and-confer sessions upon request of unions.
- Represented the Municipality in arbitrations and Employee Relations Board hearings.
- Made Employee Relations determinations on labor agreement interpretation questions.
- Conducted training sessions for managers and supervisors.
- Completed negotiations with International Association of Firefighters.
- Negotiated Anchorage Joint Crafts Council wage reopener.
- Negotiated the impact of any Emergency Medical Service Integration issue with the International Association of Firefighters.

### 1997 PERFORMANCE OBJECTIVES:

- Develop protocol for all phases of contract administration.
- Coordinate activities of Management Services to administer grievances.
- Develop workload indicators to identify situations requiring outside counsel or the Municipal Law Department.
- Analyze workload indicators to promote optimum utilization of resources.
- Continue relationship between Labor Relations and Records and Benefits to optimize grievance resolutions and minimize extra work.
- Interpret labor agreements and advise executives and managers on same.
- Establish advisory groups for each agreement.
- Create bargaining teams to include operational managers.
- Develop comprehensive compensation/benefits packages tailored to each bargaining unit.
- Examine settlement flexibility to save time and reduce costs.
- Provide labor relations training for Municipal managers and supervisors.
- Develop comprehensive briefings to cover each contract as it is ratified.
- Represent Muni in arbitrations and Employee Relations Board hearings.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Labor Relations Manager  
 RESOURCES:

DIVISION: LABOR RELATIONS

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	1	0	0	1	0	0
PERSONAL SERVICES	\$	132,220		\$	85,150		\$	89,190	
SUPPLIES		1,790			1,290			1,290	
OTHER SERVICES		254,750			245,440			80,790	
TOTAL DIRECT COST:	\$	388,760		\$	331,880		\$	171,270	

WORK MEASURES:

- Contracts negotiated		3		3		1
- Grievance arbitrations		58		40		60
- Interest arbitrations		5		3		1
- Meet-and-confer sessions held		12		10		18

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 8, 31, 44

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: OFFICE RESOURCE DEVELOP  
PROGRAM: Employee & Organizational Development

### PURPOSE:

To deliver training and consultative services in a way which encourages employee productivity and professional management practices and promotes organizational excellence and customer first service. This office exists to support Municipal agencies in carrying out their mission.

### 1996 PERFORMANCES:

- Implemented and evaluated Pilot Leadership Program.
- Implemented Field Ambassador program at ML&P.
- Designed and delivered customer service training in several agencies.
- Formalized methods to recognize customer service successes.
- Enhanced program marketing, quality & service with equipment upgrades.
- Selected and purchased comprehensive registration software package.
- Designed and implemented Municipal Customer Feedback Survey.
- Implemented changes in Internship Program to address customer needs.
- Facilitated supervisory feedback meetings on performance appraisals.
- Facilitated implementation of agency (team) development interventions.
- Promoted innovative practices to support operational effectiveness.
- Evaluated, developed recommendations on Certified Public Manager Program.
- Implemented pilot 360 degree feedback process.
- Developed process to assess and establish strategies for enhancing commitment and morale in non-represented groups.
- Expanded training curriculum and delivery systems (RFP).

### 1997 PERFORMANCE OBJECTIVES:

- Expand implementation of 360 degree feedback process.
- Implement recommendations concerning Certified Public Manager Program.
- Facilitate implementation of agency customer service programs.
- Implement recommendations concerning Leadership Development Program.
- Enhance program marketing, quality & service with equipment upgrades.
- Implement comprehensive registration software package.
- Design and implement quality or continuous improvement process programs.
- Coordinate top executive team process.
- Facilitate follow-up supervisory feedback sessions for Employee Relations.
- Facilitate implementation of agency (team) development interventions.
- Seek out and promote innovative practices to increase effectiveness.
- Develop and distribute a bi-monthly Customer Service Newsletter.
- Offer more comprehensive management and employee training.
- Develop an index and check-out system for videos and resource development library.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: OFFICE RESOURCE DEVELOP  
 PROGRAM: Employee & Organizational Development  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	141,070		\$	145,220		\$	147,170	
SUPPLIES		25,000			24,000			30,600	
OTHER SERVICES		6,420			16,740			17,650	
CAPITAL OUTLAY		0			6,600			0	
TOTAL DIRECT COST:	\$	172,490		\$	192,560		\$	195,420	
WORK MEASURES:									
- Hours of spec. agency training, consulting; prep and development		1,530			1,530			1,530	
- Days of training on quarterly calendar		50			45			45	
- Courses or group processes facilitated annually		52			52			52	
- Employee participation (expected level)		600			600			600	
- Number of calendar courses rated 7 on a 1 - 10 scale		25			25			25	
- Employees receiving calendared training in customer service		570			500			500	
- Days of training in customer service		31			45			45	
- Employees receiving individual consultative support		40			40			40	

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 7, 41

1997 PROGRAM PLAN

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: EMPLOYMENT/MANAGEMENT SVS  
 PROGRAM: Personnel Administration

PURPOSE:

To coordinate work efforts necessary to meet the needs of the Municipality and support the Municipal workforce through administration of a charter-mandated merit personnel system.

1996 PERFORMANCES:

- Managed the work activities of three personnel program units.
- Supported labor negotiations and on-going contract administration through provision of technical staff support on personnel management issues.
- Participated in organizational review activities.
- Participated in cost containment activities.

1997 PERFORMANCE OBJECTIVES:

- Manage the work activities of three personnel program units.
- Support labor negotiations and on-going contract administration through provision of technical staff support on personnel management issues.
- Participate in organizational review activities.
- Participate in cost containment activities.

RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	88,600		\$	133,680		\$	127,180	
SUPPLIES		200			200			400	
OTHER SERVICES		3,010			2,860			2,370	
TOTAL DIRECT COST:	\$	91,810		\$	136,740		\$	129,950	

WORK MEASURES:

- Labor contract negotiations supported	5	3	1
- Cost containment/reduction projects managed	7	7	7
- Percent of time directly spent on labor relations activities	40	40	40
- Program units supported	3	3	3
- Boards/Committees supported	2	2	2
- Outreach Recruitment Programs Coordinated	2	2	2
- Program assistance responses reported	70	70	70

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 26, 34

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Employment Services

DIVISION: EMPLOYMENT/MANAGEMENT SVS

PURPOSE:

To provide employment services to meet staffing requirements of the Municipality through employee promotion, transfer and new hire.

1996 PERFORMANCES:

- Received and processed requests for personnel.
- Received and processed applications for employment.
- Maintained computerized employment recordkeeping system in support of merit system, EEO and Affirmative Action requirements.
- Conducted substance abuse screening on successful applicants for selected safety sensitive positions.
- Conducted recruitment for firefighters for future fire academies.
- Conducted recruitment for police officers for future police academies.

1997 PERFORMANCE OBJECTIVES:

- Receive and process requests for personnel.
- Receive and process applications for employment.
- Maintain computerized employment recordkeeping system in support of merit system, EEO and Affirmative Action requirements.
- Conduct substance abuse screening on successful applicants for selected safety sensitive positions.
- Conduct recruitment for firefighters, paramedics and EMTs for future hire.
- Conduct recruitment for police officers for future academies.
- Conduct outreach recruitment with emphasis on minorities.

RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	239,790		\$	199,820		\$	202,800	
SUPPLIES		3,800			3,800			4,800	
OTHER SERVICES		6,250			28,300			14,720	
CAPITAL OUTLAY		5,000			500			0	
TOTAL DIRECT COST:	\$	254,840		\$	232,420		\$	222,320	

WORK MEASURES:

- Job vacancies filled	600	600	700
- Applications received	7,000	8,500	10,500
- Number of pre-employment physical exams	100	100	150
- Validation studies conducted	0	2	0

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
4, 9, 16, 36, 42

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: EMPLOYMENT/MANAGEMENT SVS  
PROGRAM: Affirmative Action/Disability Mgmt Admn

### PURPOSE:

Coordinate efforts to employ qualified minority, female and disabled employees; return injured employees to work; comply with the Drug Free Workplace Act and ensure a work environment free from substance abuse and violence. Comply with the Americans with Disabilities Act.

### 1996 PERFORMANCES:

- Continued efforts to achieve a workforce which is balanced in terms of race and gender, provided employment opportunities for the disabled.
- Evaluated efforts of appointing authorities to achieve goals established for the affirmative action, disability and substance abuse programs.
- Promoted supervisor/employee awareness of affirmative action, harassment, disability management, workplace diversity, and substance abuse programs and Americans with Disabilities Act through training and communications.
- Coordinated federal and state reporting requirements for affirmative action, safety and substance abuse.
- Administered substance abuse testing program, including training.
- Evaluated program effectiveness by monitoring drug test results, return-to-duty contracts, supervisory assistance requests and training response.
- Coordinated Municipal activities to achieve compliance with the Americans with Disabilities Act.
- Conducted training on liability for violations of labor/employment laws.
- Administered program which addressed violence in the workplace.

### 1997 PERFORMANCE OBJECTIVES:

- Continue efforts to achieve a workforce which is balanced in terms of race and gender, provide employment opportunities for the disabled.
- Evaluate efforts of appointing authorities to achieve goals established for the affirmative action, disability and substance abuse programs.
- Promote supervisor/employee awareness of affirmative action, harassment, disability management, workplace diversity, and substance abuse programs and Americans with Disabilities Act through training and communications.
- Coordinate federal and state reporting requirements for affirmative action, safety and substance abuse.
- Administer substance abuse testing program, including training.
- Evaluate program effectiveness by monitoring drug test results, return-to-duty contracts, supervisory assistance requests and training response.
- Coordinate Municipal activities to achieve compliance with the Americans with Disabilities Act.
- Conduct training on liability for violations of labor/employment laws.
- Administer program which addresses violence in the workplace.



1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: EMPLOYMENT/MANAGEMENT SVS  
 PROGRAM: Affirmative Action/Disability Mgmt Admn  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	1	0	0	1	0	0
PERSONAL SERVICES	\$	82,450		\$	87,100		\$	89,440	
SUPPLIES		5,760			5,760			5,760	
OTHER SERVICES		49,890			59,470			47,890	
TOTAL DIRECT COST:	\$	138,100		\$	152,330		\$	143,090	
WORK MEASURES:									
- Workplace violence/harassment training sessions			6			6			6
- Substance abuse/safety reports			4			4			4
- Responses to requests for assistance with program compliance			45			45			45
- Drug Detection and Discipline training courses			5			5			5
- Substance abuse tests managed (pre-employment post-accident, etc.)			180			120			220
- Program effectiveness evaluations			2			2			2
- Evaluate Municipal programs for compliance with ADA			0			5			5
- Supervisor training on ADA and liability for violation of laws			6			6			6
- Random substance abuse tests managed			220			220			220
- Supervisor liability and diversity training			4			4			4
- Workplace Violence Training conducted			6			4			4

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 5, 35, 38, 43

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: EMPLOYMENT/MANAGEMENT SVS  
PROGRAM: Personnel Management Services

### PURPOSE:

Provide Municipal agencies with advice and assistance with respect to personnel and labor relations issues, with an emphasis on the coordination of effort in meeting the full range of agency personnel needs and the resolution of labor disputes.

### 1996 PERFORMANCES:

- Represented the Municipality in the investigation, processing and resolution of grievances.
- Administered the employee discipline program.
- Represented the Municipality in disciplinary actions.
- Provided guidance and assistance to managers and supervisors on labor agreement and personnel rules interpretation and implementation.
- Participated in training sessions for managers and supervisors.
- Investigated complaints related to human resource issues, programs and policies and developed resolution recommendations and strategies.
- Provided coordinated services to all departments on human resource needs and issues.
- Advised Municipal managers and supervisors on labor and personnel impacts of proposed policy or program initiatives and changes.
- Provided assistance to staff of the Employee Relations Department in obtaining information necessary from Municipal agencies to process service and employment requests.

### 1997 PERFORMANCE OBJECTIVES:

- Represent the Municipality in the investigation, processing and resolution of grievances.
- Administer the employee discipline program.
- Represent the Municipality in disciplinary actions.
- Provide guidance and assistance to managers and supervisors on labor agreement and personnel rules interpretation and implementation.
- Participate in training sessions for managers and supervisors.
- Investigate complaints related to human resource issues, programs and policies and develop resolution recommendations and strategies.
- Provide coordinated services to all departments on human resource needs and issues.
- Advise Municipal managers and supervisors on labor and personnel impacts of proposed policy or program initiatives and changes.
- Provide assistance to staff of the Employee Relations Department in obtaining information necessary from Municipal agencies to process service and employment requests.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: EMPLOYMENT/MANAGEMENT SVS  
 PROGRAM: Personnel Management Services  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	213,740		\$	224,610		\$	207,140	
SUPPLIES		4,320			4,320			4,320	
OTHER SERVICES		5,930			4,100			2,500	
TOTAL DIRECT COST:	\$	223,990		\$	233,030		\$	213,960	
WORK MEASURES:									
- Grievances processed		150			140			140	
- Grievances resolved		183			110			110	
- Disciplinary actions processed		245			240			240	
- Informal complaints processed		0			40			40	
- Informal complaints resolved		0			25			25	
- Program assistance requests processed		0			70			70	

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 19, 25, 28

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: CLASS & EMPLOYEE SVCS  
PROGRAM: Classification and Employee Svcs Admin

### PURPOSE:

Direct, coordinate and support the Municipal classification, salary, records, benefits and other employee programs. Facilitate inter- and intra-department employee relations and personnel support.

### 1996 PERFORMANCES:

- Provided direction and coordination for classification, records and benefits program activities.
- Prepared regular communications to employees, supervisors and managers on a variety of pertinent topics.
- Provided labor costing information to labor relations in support of wage reopener and contract negotiations.
- Provided staff support to the Employee Incentive Committee.
- Provided staff support to the Employee Relations Board.
- Continued to provide technical assistance and support to the Anchorage Telephone Utility in the areas of benefit programs and the personnel/ payroll system.
- Prepared amendments to the Personnel Rules for consistency and to reflect current practices and objectives.
- Provided staff support to the Municipal Prefunding Investment Board.
- Provided direction for the staff of the Police and Fire Retiree Medical Funding Program.

### 1997 PERFORMANCE OBJECTIVES:

- Provide direction and coordination for classification, records and benefits program activities.
- Prepare regular communications to employees, supervisors and managers on a variety of pertinent topics.
- Provide labor costing information to labor relations in support of wage reopeners and contract negotiations.
- Provide staff support to the Employee Incentive Committee.
- Provide staff support to the Employee Relations Board.
- Continue to provide technical assistance and support to the Anchorage Telephone Utility in the areas of benefit programs and the personnel/ payroll system.
- Prepare amendments to the Personnel Rules for consistency and to reflect current practices and objectives.
- Provide staff support to the Municipal Prefunding Investment Board.
- Provide direction for the staff of the Police and Fire Retiree Medical Funding Program.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: CLASS & EMPLOYEE SVCS  
 PROGRAM: Classification and Employee Svcs Admin  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	145,760		\$	149,410		\$	149,670	
SUPPLIES		4,110			4,110			8,500	
OTHER SERVICES		64,800			4,800			17,560	
TOTAL DIRECT COST:	\$	214,670		\$	158,320		\$	175,730	
WORK MEASURES:									
- Management bulletins issued			3			5			12
- Employee merit awards			15			15			15
- Employee suggestions processed			10			10			10
- Assembly memoranda generated			25			25			25
- Actuarial valuation conducted			1			0			0
- Employee of the Year nominations received			15			15			15
- Work Unit of the Year nominations received			15			15			15

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 2, 17, 39, 40, 47

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Classification

DIVISION: CLASS & EMPLOYEE SVCS

### PURPOSE:

To maintain classification plans through recommendations for establishing new classes and revisions of existing classes, developing new and revising existing class specifications and recommending proper allocation of positions to Municipality of Anchorage classification plans.

### 1996 PERFORMANCES:

- Conducted and participated in salary surveys for benchmark positions.
- Conducted classification studies and desk audits to determine proper classification and pay levels for selected positions.
- Updated position descriptions and class specifications to comply with federal law and new requirements.
- Reviewed the current classification procedures and approval processes and recommended appropriate changes.
- Developed written policies and procedures for the classification program.
- Conducted a overview of the current classification system to determine its strengths and weaknesses and recommended appropriate changes.

### 1997 PERFORMANCE OBJECTIVES:

- Conduct and participate in salary surveys for benchmark positions.
- Conduct classification studies and desk audits to determine proper classification and pay levels for selected positions.
- Update position descriptions and class specifications to comply with federal law and new requirements.
- Review the current classification procedures and approval processes and recommend appropriate changes.
- Develop written policies and procedures for the classification program.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Classification  
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	132,600		\$	132,700		\$	127,000	
SUPPLIES		1,000			1,000			1,250	
OTHER SERVICES		20,300			20,300			20,700	
CAPITAL OUTLAY		5,000			0			0	
TOTAL DIRECT COST:	\$	158,900		\$	154,000		\$	148,950	
WORK MEASURES:									
- Position audits		600			500			500	
- Desk audits		50			40			40	
- Labor market salary survey		2			1			2	
- Class specifications reviewed and updated		50			50			50	
- Salary surveys participated in		10			10			10	
- Grievances, arbitration and litigation actions supported		6			6			6	

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 10, 20, 30

## 1997 PROGRAM PLAN

DEPARTMENT: EMPLOYEE RELATIONS      DIVISION: CLASS & EMPLOYEE SVCS  
PROGRAM: Municipal Employee Records Programs

### PURPOSE:

To provide a comprehensive centralized employee records program for active and terminated Municipal employees.

### 1996 PERFORMANCES:

- Provided personnel/payroll training program for departmental payroll clerks, including updates to the Payroll Clerk Manual.
- Implemented pay, benefit and other contractual changes required by labor contracts.
- Processed personnel actions to reflect employment and personal transactions affecting Municipal employees.
- Monitored unemployment insurance decisions and filed appeals.
- Continued to assist the Anchorage Telephone Utility in their efforts to implement a separate personnel/payroll system for ATU employees.
- Maintained the database of the dependents of Municipal employees.
- Provided centralized oversight of injury leave to insure proper payment and coordination with workers compensation.
- Commenced analysis of the personnel/payroll system requirements in support of an upgraded or new system.

### 1997 PERFORMANCE OBJECTIVES:

- Provide personnel/payroll training program for departmental payroll clerks, including updates to the Payroll Clerk Manual.
- Implement pay, benefit and other contractual changes required by labor contracts.
- Process personnel actions to reflect employment and personal transactions affecting Municipal employees.
- Monitor unemployment insurance decisions and file appeals when warranted.
- Continue to assist the Anchorage Telephone Utility (ATU) in their efforts to implement a separate personnel/payroll system for ATU employees.
- Maintain dependent database for health insurance reporting purposes.
- Provide centralized oversight of injury leave to insure proper payment and coordination with workers compensation.
- Provide on-line inquiry to the position control and employee database for department personnel, through a new or upgraded payroll system.
- Automate current manual processes: new hire packets, logs, personnel forms.



1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: CLASS & EMPLOYEE SVCS  
 PROGRAM: Municipal Employee Records Programs  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	176,370		\$	181,520		\$	177,660	
SUPPLIES		6,500			6,750			5,500	
OTHER SERVICES		2,400			2,400			2,750	
CAPITAL OUTLAY		5,000			0			0	
TOTAL DIRECT COST:	\$	190,270		\$	190,670		\$	185,910	
WORK MEASURES:									
- Personnel actions processed		16,000			18,000			12,000	
- Services awards provided		500			500			500	
- Payroll clerk meetings conducted		3			10			5	
- Unemployment insurance hearings attended		8			15			15	
- New employee orientations conducted		111			125			125	
- Written employment verifications processed		2,000			2,000			1,750	
- Identification cards issued		600			600			600	
- Active personnel files maintained		3,575			3,575			2,825	
- Confidential medical files maintained on Municipal employees		2,500			2,500			2,500	
- Non-standard personnel actions processed (e.g. grievance settlements)		12			12			12	
- Terminated employee files retired		1,100			1,100			1,100	

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 3, 15, 24, 29

## 1997 PROGRAM PLAN

DEPARTMENT: EMPLOYEE RELATIONS          DIVISION: CLASS & EMPLOYEE SVCS  
PROGRAM: Municipal Employee Benefits Program

### PURPOSE:

To administer a comprehensive, centralized employee benefits program.

### 1996 PERFORMANCES:

- Conducted annual enrollments for various employee benefit plans.
- Emphasized the importance of pre-retirement planning by conducting pre-retirement planning workshops and using other communications tools.
- Conducted employee communications programs, health screening, wellness programs, etc., to emphasize the importance of good health and good consumer behavior to the Municipality and individual employees.
- Implemented negotiated benefit changes.
- Prepared requests for proposals or extended contracts with benefits providers and/or insurance carriers as appropriate.
- Transitioned the 457 Deferred Compensation Plan from one investment provider to a new provider.
- Supported the Deferred Compensation Committee and the 401(k) Retirement Committee in their efforts to provide effective defined contribution retirement plans for Municipal employees.

### 1997 PERFORMANCE OBJECTIVES:

- Conduct annual enrollment for appropriate employee benefit programs.
- Emphasize the importance of pre-retirement planning by conducting pre-retirement planning workshops and using other communications tools.
- Conduct employee communications programs, health screening, wellness programs, etc., to emphasize the importance of good health and good consumer behavior to the Municipality and individual employees.
- Implement negotiated benefit changes.
- Prepare requests for proposals or extend contracts with benefits providers and/or insurance carriers as appropriate.
- Respond to health care reform initiatives at both the state and federal level.
- Support the Deferred Compensation Committee and the 401(k) Retirement Committee in their efforts to provide effective defined contribution retirement plans for Municipal employees.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: CLASS & EMPLOYEE SVCS  
 PROGRAM: Municipal Employee Benefits Program  
 RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	233,880		\$	233,960		\$	223,540	
SUPPLIES		6,000			6,250			6,500	
OTHER SERVICES		30,600			27,490			24,100	
CAPITAL OUTLAY		5,000			0			0	
TOTAL DIRECT COST:	\$	275,480		\$	267,700		\$	254,140	
PROGRAM REVENUES:	\$	19,430		\$	20,500		\$	20,500	

WORK MEASURES:

- Insurance premium payment processed		12		12		12
- Annual enrollment in flex and premium only plans		2,205		2,300		2,300
- Hardship withdrawals from salary deferral plans		25		25		25
- Terminated employees purchasing insurance under COBRA		100		100		100
- Retirement workshops conducted		4		4		4
- Summary benefit plan descriptions written		3		3		3
- Retiree service and earning verifications		120		120		120
- New hire benefits orientation		104		104		104
- RFP and benefit contracts prepared or renewed		3		3		3
- Cost containment committee meetings facilitated		4		16		16
- 457/401(k) open enrollments conducted/facilitated		8		8		8
- Investment management/recordkeeping/trustee contracts administered		5		5		5
- 401(k)/457 Committee meetings supported		24		24		24
- Investment performance analyses conducted		2		3		3
- Benefits newsletters produced		3		3		3

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 11, 13, 21, 22, 37

## 1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Retiree Medical Programs

DIVISION: CLASS & EMPLOYEE SVCS

### PURPOSE:

To provide staff support for the Police and Fire Retiree Medical Funding Trust. This program also supports the Prefunding Investment Board and the financial support for the pre-1995 Police and Fire Retirees who have Municipally paid health coverage.

### 1996 PERFORMANCES:

- Administered contractual relationships with investment managers, custodians and other professionals for the Medical Funding Trust.
- Provided information to program participants regarding the operation of the Funding Trust, including descriptions of available health insurance options.
- Prepared regular reports for the Funding Trustees regarding the status of the program.
- Reviewed policies and procedures adopted by the Trustees for possible revision.
- Provided on-going staff support to the Medical Funding Board of Trustees.
- Implemented the Medical Reimbursement Plan as an option for plan participants.

### 1997 PERFORMANCE OBJECTIVES:

- Administer contractual relationships with investment managers, custodians and other professionals for the Medical Funding Trust.
- Provide information to program participants regarding the operation of the Funding Trust, including descriptions of available health insurance options.
- Prepare regular reports for the Funding Trustees regarding the status of the program.
- Review policies and procedures adopted by the Trustees for possible revision.
- Provide on-going staff support to the Medical Funding Board of Trustees.

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Retiree Medical Programs  
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	1	0	0	1	0	0	1	0
PERSONAL SERVICES			\$ 14,450			\$ 26,540			\$ 29,630
SUPPLIES			0			1,000			1,500
OTHER SERVICES			141,070			57,750			50,500
CAPITAL OUTLAY			0			0			760
TOTAL DIRECT COST:			\$ 155,520			\$ 85,290			\$ 82,390

WORK MEASURES:

- Number of meetings of the Medical Funding Trustees			12			12			12
- Number of participants in the Funding Trust			10			20			32
- Professional services contracts administered			3			3			3
- Meetings of the Pre-funding Investment Board			10			4			4
- Actuarial valuations performed			1			1			1

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 27, 32, 45

1997 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: POLICE/FIRE RET MED LIAB  
 PROGRAM: Retiree Medical Programs

PURPOSE:

Funding for the MOA required contribution to the Police and Fire Retiree Medical Funding Trust on behalf of eligible retirees.

1996 PERFORMANCES:

1997 PERFORMANCE OBJECTIVES:

RESOURCES:

	1995 REVISED			1996 REVISED			1997 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	0	0	0	0	0	0
OTHER SERVICES			155,520			175,000			175,000
TOTAL DIRECT COST:			\$ 155,520			\$ 175,000			\$ 175,000

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:

46