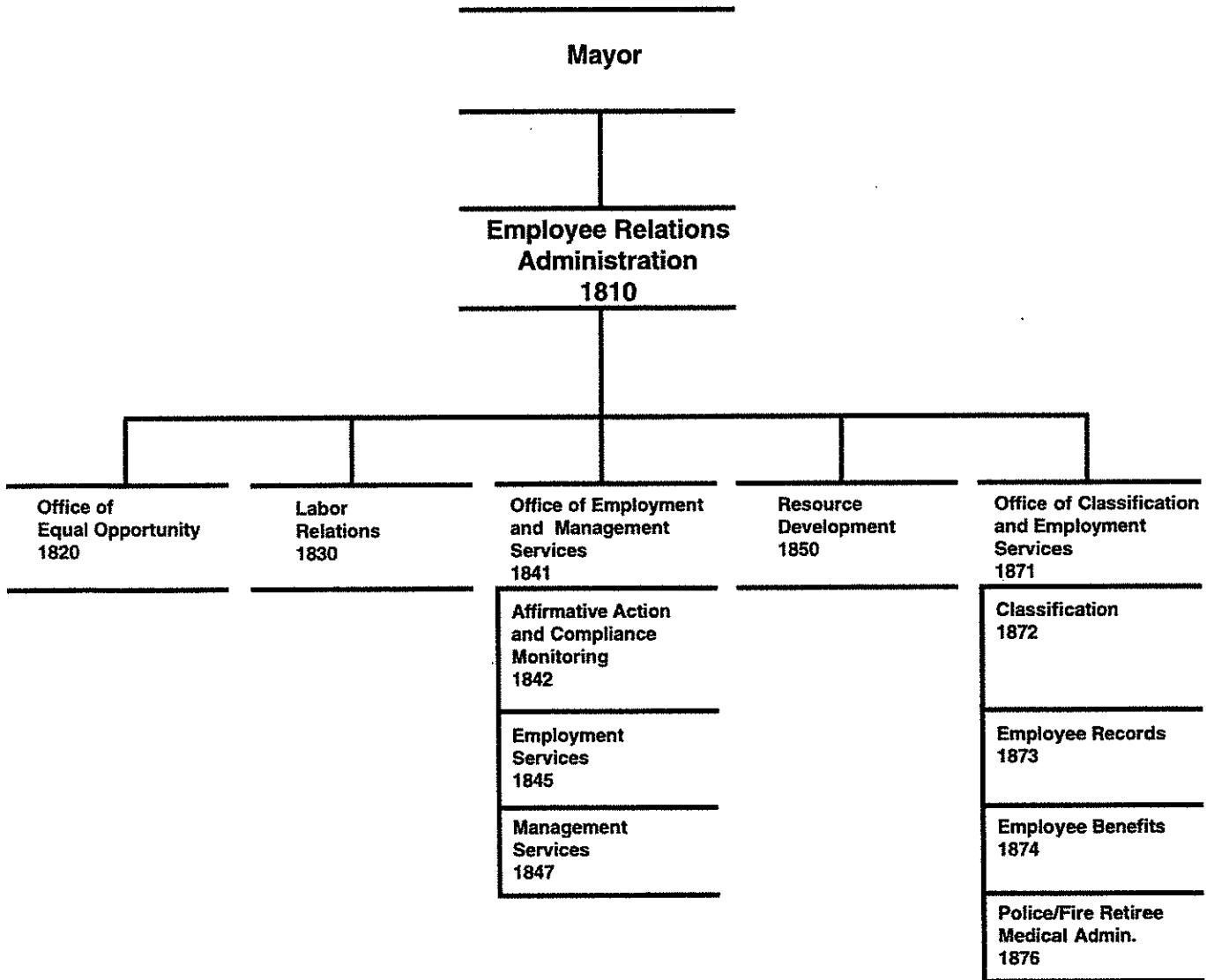


# **EMPLOYEE RELATIONS**

# **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

- Operate comprehensive recruitment and employment program to provide adequate staffing to Municipal agencies.
- Conduct classification reviews to ensure that employee duties and responsibilities are commensurate with the range authorized for positions.
- Negotiate competitive compensation, cost containment and productivity provisions under labor contracts for Municipal employee organizations.
- Working with Finance and MISD, implement a new Financial Information/Human Resource/Payroll System. This new system will replace an outdated personnel/payroll system and allow for elimination of multiple independent shadow files and provide better access to information.
- Provide basic training for Municipal employees to meet merit system requirements.
- Conduct organizational reviews to assist Municipal Departments in meeting program objectives and community service priorities without additional service costs.
- Develop and implement programs to promote employees' awareness of health cost management and achieve health cost containment.
- Coordinate Municipal compliance with the Drug Free Workplace Act and Federal Transit Administration drug testing requirements.
- Provide education and coordinate affirmative action and disability management programs.
- Ensure equitable participation of minority/women businesses in Municipal contracting opportunities.
- Coordinate Municipal compliance with the Americans with Disabilities Act (ADA).

### RESOURCES

	1997	1998
Direct Costs	\$2,737,190	\$2,895,210
Program Revenues	\$ 20,500	\$ 20,500
Personnel	31FT 1PT	30FT 1PT

1998 RESOURCE PLAN

DEPARTMENT: EMPLOYEE RELATIONS

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY								
	1997	REVISED	1998	1997 REVISED				1998 BUDGET			
				FT	PT	T	TOTAL	FT	PT	T	TOTAL
EMPLOYEE RELATIONS ADMIN	223,810		168,090	3			3	2			2
EQUAL OPPORTUNITY	270,430		270,660	4			4	4			4
LABOR RELATIONS	260,670		324,580	1			1	1			1
EMPLOYMENT/MANAGEMENT SVS	650,510		618,450	9			9	8			8
OFFICE RESOURCE DEVELOP	194,900		192,430	2			2	2			2
CLASS & EMPLOYEE SVCS	905,850		893,420	12	1		13	13	1		14
POLICE/FIRE RET MED LIAB	231,020		427,580								
OPERATING COST	2,737,190		2,895,210	31	1		32	30	1		31
ADD DEBT SERVICE	0		0								
DIRECT ORGANIZATION COST	2,737,190		2,895,210								
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	1,545,600		1,553,600								
TOTAL DEPARTMENT COST	4,282,790		4,448,810								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	3,959,430		3,928,940								
FUNCTION COST	323,360		519,870								
LESS PROGRAM REVENUES	20,500		20,500								
NET PROGRAM COST	302,860		499,370								

1998 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
EMPLOYEE RELATIONS ADMIN	159,220	2,790	7,360		169,370
EQUAL OPPORTUNITY	258,940	1,430	10,290		270,660
LABOR RELATIONS	91,440	1,290	234,440		327,170
EMPLOYMENT/MANAGEMENT SVS	553,290	14,360	55,920		623,570
OFFICE RESOURCE DEVELOP	146,890	30,600	16,220		193,710
CLASS & EMPLOYEE SVCS	761,890	23,250	112,760		897,900
POLICE/FIRE RET MED LIAB			427,580		427,580
DEPT. TOTAL WITHOUT DEBT SERVICE	1,971,670	73,720	864,570		2,909,960
LESS VACANCY FACTOR	14,750				14,750
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	1,956,920	73,720	864,570		2,895,210

**RECONCILIATION FROM 1997 REVISED BUDGET TO 1998 BUDGET**

**DEPARTMENT: EMPLOYEE RELATIONS**

	<u>DIRECT COSTS</u>	<u>POSITIONS</u>		
		FT	PT	T
<b>1997 REVISED BUDGET:</b>	\$ 2,737,190	31	1	
<b>1997 ONE-TIME REQUIREMENTS:</b>				
- Increased Legal Services	(90,000)			
<b>AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1998:</b>				
- Salaries and Benefits Adjustment	(11,370)			
- Non-Personal Services Inflation Adjustment	8,870			
- Reduction in Budgeted Costs of Programs and Services	(36,850)			
<b>MISCELLANEOUS INCREASES (DECREASES):</b>				
- Contribution to Police/Fire Medical Liability (Funded by Police/Fire Retiree Medical Liability Fund Balance)	196,560			
<b>1997 CONTINUATION LEVEL:</b>	<u>\$ 2,804,400</u>	<u>31</u>	<u>1</u>	<u>0</u>
<b><i>FUNDED NEW/EXPANDED SERVICE LEVELS:</i></b>				
- <i>Attorney Fees for Labor Negotiations (\$50,000 Will be Charged to ML&amp;P Through IGC System)</i>	150,000			
<b><i>UNFUNDED CURRENT SERVICE LEVELS:</i></b>				
- <i>Administrative Officer to Coordinate Departmental Activities (Taken in Lieu of a Budgeted Reduction in Costs of Programs and Services)</i>	(59,190)	(1)		
<b>1998 BUDGET:</b>	<u><u>\$ 2,895,210</u></u>	<u><u>30 FT</u></u>	<u><u>1 PT</u></u>	<u><u>0 T</u></u>

## 1998 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.

### 1997 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 the 1998 budget.
- Monitored federal, state and local legislation.
- Developed human resource policies and procedures for the Municipality.
- Coordinated the department's Management Information Systems requirements.
- Developed and managed the department's Emergency Management Plan.

### 1998 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.
- Coordinate department's Management Information System requirements.
- Develop and manage the department's Emergency Management Plan.
- Monitor federal, state and local legislation.
- Develop human resource policies and procedures for the Municipality.

1998 P R O G R A M P L A N

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

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	2	0	0
PERSONAL SERVICES	\$	207,520		\$	210,310		\$	157,940	
SUPPLIES		2,790			2,190			2,790	
OTHER SERVICES		14,910			9,510			7,360	
DEBT SERVICE		860			0			0	
CAPITAL OUTLAY		0			1,800			0	
TOTAL DIRECT COST:	\$	196,260		\$	223,810		\$	168,090	

WORK MEASURES:

- Board/Commission/ Task Forces supported		3		3		3
- Responses/interpre- tations provided		150		150		100
- Board/Assembly action items prepared		70		60		50
- State/federal legislation reviewed and responded to		27		30		30
- Policy and Procedure review for department & the Municipality		30		30		0

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

## 1998 PROGRAM PLAN

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.

### 1997 PERFORMANCES:

- Minimized informal/formal 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.
- Prepared update of the Municipality's 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 that D/WBE certification program complies with Federal standards.
- Published and updated the D/WBE directory.
- Developed and 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 and professional services project onsite reviews.
- Investigated/resolved complaints of non-compliance w/ D/WBE requirements.

### 1998 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.



1998 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Equal Opportunity  
 RESOURCES:

DIVISION: EQUAL OPPORTUNITY

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	256,550		\$	259,770		\$	258,940	
SUPPLIES		1,430			1,430			1,430	
OTHER SERVICES		7,070			7,230			10,290	
CAPITAL OUTLAY		0			2,000			0	
TOTAL DIRECT COST:	\$	265,050		\$	270,430		\$	270,660	
WORK MEASURES:									
- Informal complaints reviewed		55			42			55	
- D/WBE directories distributed		2,000			2,000			2,000	
- D/WBE certifications		400			400			425	
- Coordinate/investigate formal complaints		21			18			20	
- Contract Compliance Certifications		400			425			450	
- Onsite D/WBE reviews		250			250			250	
- State, local and federal compliance reports compiled		28			28			28	
- Hours of training and technical assistance in program requirements		116			148			180	
- 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			24			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, 22, 32

## 1998 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: LABOR RELATIONS  
PROGRAM: Labor Relations Manager

### 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.

### 1997 PERFORMANCES:

- Developed protocols for all phases of contract administration.
- Coordinated activities of Management Services to administer grievances.
- Developed workload indicators to identify situations requiring outside counsel or the Municipal Law Department.
- Analyzed workload indicators to promote optimum utilization of resources.
- Continued relationship between Labor Relations and Classification and Employee Services to optimize grievance resolution and minimize workload.
- Interpreted labor agreements and advised executives and managers on same.
- Established advisory groups for each agreement.
- Created bargaining teams to include operational managers.
- Developed comprehensive compensation/benefits packages tailored to each bargaining unit.
- Examined settlement flexibility to save time and reduce costs.
- Provided labor relations training for Municipal managers and supervisors.
- Developed comprehensive briefing to cover each contract as it's ratified.
- Represented Muni in arbitrations and Employee Relations Board hearings.

### 1998 PERFORMANCE OBJECTIVES:

- Continue to 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.

1998 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Labor Relations Manager  
 RESOURCES:

DIVISION: LABOR RELATIONS

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	1	0	0	1	0	0
PERSONAL SERVICES	\$	85,150		\$	89,190		\$	88,850	
SUPPLIES		1,290			690			1,290	
OTHER SERVICES		245,440			170,790			234,440	
TOTAL DIRECT COST:	\$	331,880		\$	260,670		\$	324,580	

WORK MEASURES:

- Contracts negotiated		3		1		4
- Grievance arbitrations		40		60		60
- Interest arbitrations		3		1		1
- Meet-and-confer sessions held		10		18		12

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 8, 30, 41, 43, 45, 46

## 1998 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.

### 1997 PERFORMANCES:

- Provided Train the Trainer Workshops for agency staff in "Keeping Skills Alive" and "On the Job Training".
- Completed implementation and evaluation process of 360 degree feedback (20/20) in Community Health.
- Finalized evaluation and next step recommendations on Pilot Leadership Training Program.
- Designed and implemented mandatory training for supervisors.
- Completed system design and strategies for implementing new performance management system.
- Implemented changes in Educational and Training Assistance Policy.
- Developed RFP for training courses.
- Improved training learning environment in the Training Room: coat racks, power point stand, speakers, chairs, tables.
- Purchased new programs and program support materials.
- Developed concept plan for implementing issue based management forums.
- Designed and piloted "lite Lunch" learning series.

### 1998 PERFORMANCE OBJECTIVES:

- Provide Train the Trainer training in "Keeping Skills Alive" in at least one agency.
- Implement 360 degree feedback process in one major division or department
- Implement a Pilot Leadership Program (Academy).
- Promote utilization of internship program.
- Facilitate implementation of year long calendar of mandatory training.
- Develop supervisory training and assist in implementation of performance management system.
- Evaluate impact of changes to Educational and Training Assistance policy.
- Process RFP for training; evaluate and select vendors.
- Conduct Senior Management forum on customer Service.
- Design and implement Customer Service Newsletter to share successes and ideas.
- Facilitate training for Employee Relations on developing power point presentations.
- Facilitate implementation of agency (team) development interventions.

1998 P R O G R A M P L A N

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

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	145,220		\$	147,170		\$	145,610	
SUPPLIES		24,000			30,080			30,600	
OTHER SERVICES		16,740			17,650			16,220	
CAPITAL OUTLAY		6,600			0			0	
TOTAL DIRECT COST:	\$	192,560		\$	194,900		\$	192,430	

WORK MEASURES:

- Hours of spec. agency training, consulting; prep and development		1,530		1,530		1,530
- Days of training on quarterly calendar		63		79		80
- Courses or group processes facilitated annually		52		52		52
- Employee participation (expected level)		628		950		1,000
- Number of calendar courses rated 7 on a 1 - 10 scale		61		77		79
- Employees receiving training in customer service		540		603		650
- Days of training in customer service		28		26		30

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 7, 39

1998 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.

1997 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.

1998 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:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	1	0	0
PERSONAL SERVICES	\$	133,680		\$	120,780		\$	87,480	
SUPPLIES		200			400			400	
OTHER SERVICES		2,860			1,850			920	
CAPITAL OUTLAY		0			6,400			0	
TOTAL DIRECT COST:	\$	136,740		\$	129,430		\$	88,800	

WORK MEASURES:

- Labor contract negotiations supported		3		1		4
- 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		90

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

1998 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.

1997 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, paramedics and EMTs for future hire.
- Conducted recruitment for police officers for future academies.
- Conducted outreach recruitment with emphasis on minorities.

1998 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.
- Conduct/participate in job fairs.

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	4	0	0
PERSONAL SERVICES	\$	199,820		\$	202,800		\$	243,460	
SUPPLIES		3,800			4,800			4,800	
OTHER SERVICES		28,300			12,840			2,800	
CAPITAL OUTLAY		500			3,440			0	
TOTAL DIRECT COST:	\$	232,420		\$	223,880		\$	251,060	

WORK MEASURES:

- Job vacancies filled	600	700	700
- Applications received	9,530	10,500	10,000
- Validation studies conducted	2	2	0

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
4, 9, 16, 33

## 1998 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.

### 1997 PERFORMANCES:

- Continued efforts to achieve a workforce which is balanced in terms of race and gender, provide 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 addresses violence in the workplace.

### 1998 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.



1998 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:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	1	0	0	1	0	0
PERSONAL SERVICES	\$	87,100		\$	89,440		\$	87,200	
SUPPLIES		5,760			4,370			5,760	
OTHER SERVICES		59,470			47,890			49,700	
CAPITAL OUTLAY		0			870			0	
TOTAL DIRECT COST:	\$	152,330		\$	142,570		\$	142,660	

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		60		60
- Drug Detection and Discipline training courses		5		5		5
- Substance abuse tests managed (pre-employment post-accident, etc.)		120		220		220
- Program effectiveness evaluations		2		2		2
- Municipal programs evaluated for compliance with ADA		5		5		5
- Supervisor training on ADA and liability for violation of laws		6		6		6
- Random substance abuse tests managed		220		270		420
- Supervisor liability and diversity training		4		4		4
- Workplace Violence Training conducted		4		4		4

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 5, 34, 36, 40

## 1998 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.

### 1997 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 develop 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.

### 1998 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.

1998 P R O G R A M P L A N

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

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	224,610		\$	149,330		\$	130,030	
SUPPLIES		4,320			2,800			3,400	
OTHER SERVICES		4,100			2,500			2,500	
TOTAL DIRECT COST:	\$	233,030		\$	154,630		\$	135,930	

WORK MEASURES:

- Grievances processed		140		140		130
- Grievances resolved		110		110		105
- Disciplinary actions processed		240		240		250
- Informal complaints processed		40		40		40
- Informal complaints resolved		25		25		25
- Program assistance requests processed		70		70		70

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 18, 24

## 1998 PROGRAM PLAN

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.

### 1997 PERFORMANCES:

- Provided direction and coordination for classification, records and benefits program activities.
- Developed a comprehensive disability management program in support of employees with occupational and non-occupational disabilities.
- Provided labor costing information to labor relations and OMB in support of wage reopeners and contract negotiations.
- Provided staff support to the Employee Incentive Committee.
- Provided staff support to the Employee Relations Board.
- Participated in the needs assessment, requirements definition and request for proposal process for the acquisition of a new Human Resources Information and 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.

### 1998 PERFORMANCE OBJECTIVES:

- Provide direction and coordination for classification, records and benefits program activities.
- Provide a disability management program for employees with occupational and non-occupational disabilities.
- 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.
- Implement a new Human Resource Information and Payroll system. Provide training to system users and modify business practices to accommodate changing technology and methods.
- 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.

1998 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:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	149,410		\$	207,480		\$	196,890	
SUPPLIES		4,110			9,420			8,500	
OTHER SERVICES		4,800			17,560			14,800	
TOTAL DIRECT COST:	\$	158,320		\$	234,460		\$	220,190	

WORK MEASURES:

- Management bulletins issued		5		3		12
- Employee merit awards		15		15		15
- Employee suggestions processed		10		5		10
- Assembly memoranda generated		25		25		25
- 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, 27, 37, 38, 47

## 1998 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.

### 1997 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.

### 1998 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.
- Review class specifications to insure that minimum qualification statements are accurate and defensible.

1998 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Classification  
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	132,700		\$	127,000		\$	126,600	
SUPPLIES		1,000			1,250			1,250	
OTHER SERVICES		20,300			20,700			20,700	
TOTAL DIRECT COST:	\$	154,000		\$	148,950		\$	148,550	

WORK MEASURES:

- Position description reviews		500		500		600
- Desk audits		40		40		40
- Labor market salary survey		1		2		2
- Class specifications reviewed and updated		50		50		100
- Salary surveys participated in		10		10		10
- Grievances, arbitration and litigation actions supported		6		6		6
- Flex-staff studies completed		50		50		50

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 10, 19, 29

## 1998 P R O G R A M P L A N

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.

### 1997 PERFORMANCES:

- Provided personnel/payroll training programs 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 & filed appeals if warranted.
- Provided training to supervisors and employees regarding worker's compensation and injury leave benefits.
- Maintained dependent database for health insurance reporting purposes.
- Provided centralized oversight of injury leave to insure proper payment and coordination with workers compensation.
- Provided on-line inquiry to the employee database for department personnel, through access to an IDMS database.
- Automated current manual processes: new hire packets, logs, personnel forms.

### 1998 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.
- 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.
- Implement new Human Resources Information System and provide training to departmental payroll clerks.



1998 P R O G R A M P L A N

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

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	181,520		\$	177,660		\$	180,180	
SUPPLIES		6,750			5,500			5,500	
OTHER SERVICES		2,400			2,750			2,750	
TOTAL DIRECT COST:	\$	190,670		\$	185,910		\$	188,430	
WORK MEASURES:									
- Personnel actions processed		18,000			12,000			12,000	
- Services awards provided		500			500			500	
- Payroll clerk meetings conducted		10			5			5	
- Unemployment insurance hearings attended		15			15			15	
- New employee orientations conducted		125			125			125	
- Written employment verifications processed		2,000			1,750			1,750	
- Identification cards issued		600			600			600	
- Active personnel files maintained		3,575			2,825			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, 23, 28

## 1998 P R O G R A M P L A N

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

### PURPOSE:

To administer a comprehensive, centralized employee benefits program.

### 1997 PERFORMANCES:

- Conducted annual enrollment for appropriate employee benefit programs.
- 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 and federally mandated benefit changes.
- Prepared requests for proposals or extended contracts with benefits providers and/or insurance carriers as appropriate.
- Analyzed Municipal participation in the Retirement Incentive Program and prepared employee and management communications.
- Supported the Deferred Compensation Committee and the 401(k) Retirement Committee in their efforts to provide effective defined contribution retirement plans for Municipal employees.

### 1998 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.

1998 P R O G R A M P L A N

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

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	233,960		\$	223,540		\$	224,810	
SUPPLIES		6,250			6,500			6,500	
OTHER SERVICES		27,490			24,100			24,010	
TOTAL DIRECT COST:	\$	267,700		\$	254,140		\$	255,320	
PROGRAM REVENUES:	\$	20,500		\$	20,500		\$	20,500	

WORK MEASURES:

- Insurance premium payment processed		12		12		12
- Annual enrollment in flex and premium only plans		2,300		2,300		2,300
- Hardship withdrawals from salary deferral plans		25		20		25
- Terminated employees purchasing insurance under COBRA		55		40		50
- Retirement workshops conducted		4		4		4
- Summary benefit plan descriptions written		3		5		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		5
- 457/401(k) open enrollments conducted/facilitated		8		8		8
- Investment management/recordkeeping/trustee contracts administered		5		4		5
- 401(k)/457 Committee meetings supported		24		24		24
- Investment performance analyses conducted		3		3		3
- Benefits newsletters produced		3		3		3

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 11, 13, 20, 21, 35

# 1998 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.

## 1997 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.
- Sought favorable private letter ruling from the Internal Revenue Service regarding the tax-exempt status of the Trust.

## 1998 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.

1998 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Retiree Medical Programs  
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	1	0	0	1	0	0	1	0
PERSONAL SERVICES	\$	26,540		\$	29,630		\$	28,930	
SUPPLIES		1,000			1,500			1,500	
OTHER SERVICES		57,750			50,500			50,500	
CAPITAL OUTLAY		0			760			0	
TOTAL DIRECT COST:	\$	85,290		\$	82,390		\$	80,930	
WORK MEASURES:									
- Number of meetings of the Medical Funding Trustees			12			12			12
- Number of participants in the Funding Trust			20			54			87
- Professional services contracts administered			3			3			3
- Meetings of the Pre-funding Investment Board			4			4			4
- Actuarial valuations performed			1			1			1

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 26, 31, 42

1998 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.

1997 PERFORMANCES:

- Provided adequate funding for participants in the Police and Fire Retiree Medical Funding Program.

1998 PERFORMANCE OBJECTIVES:

- Provide adequate funding for participants in the Police and Fire Retiree Medical Funding Program.

RESOURCES:

	1996 REVISED			1997 REVISED			1998 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	0	0	0	0	0	0
OTHER SERVICES		175,000			231,020			427,580	
TOTAL DIRECT COST:	\$	175,000		\$	231,020		\$	427,580	

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

44