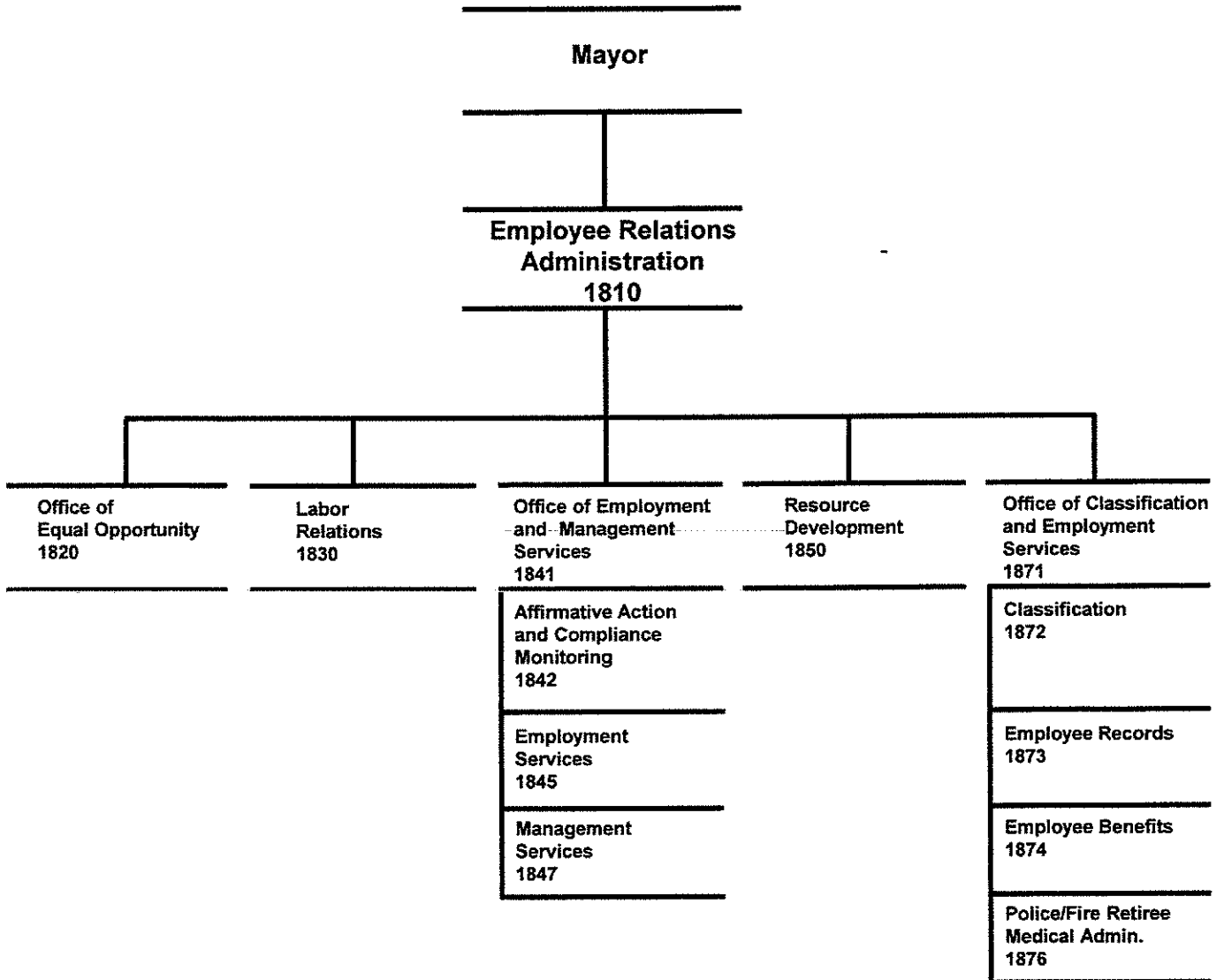


EMPLOYEE RELATIONS

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 programs 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, continue implementation of 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 This new system will replace an outdated personnel/payroll system and allow for elimination of multiple independent shadow files and provide better access to information.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 AMC 3.30.16, 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 on Federally funded projects.
- Coordinate Municipal compliance with the Americans with Disabilities Act (ADA).

RESOURCES

	1998	1999
Direct Costs	\$2,935,110	\$2,947,510
Program Revenues	\$ 20,500	\$ 15,300
Personnel	31FT 1PT	30FT 2PT

1999 RESOURCE PLAN

DEPARTMENT: EMPLOYEE RELATIONS

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1998 REVISED	1999 BUDGET	1998 REVISED				1999 BUDGET			
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
EMPLOYEE RELATIONS ADMIN	168,090	194,080	2			2	2			2
EQUAL OPPORTUNITY	270,660	239,330	4			4	3	1		4
LABOR RELATIONS	324,580	133,580	1			1	1			1
EMPLOYMENT/MANAGEMENT SVS	658,350	642,640	9			9	9			9
OFFICE RESOURCE DEVELOP	192,430	196,840	2			2	2			2
CLASS & EMPLOYEE SVCS	893,420	1,054,300	13	1		14	13	1		14
POLICE/FIRE RET MED LIAB	427,580	486,740								
OPERATING COST	2,935,110	2,947,510	31	1		32	30	2		32
ADD DEBT SERVICE	0	0								
DIRECT ORGANIZATION COST	2,935,110	2,947,510								
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	1,568,600	2,105,240								
TOTAL DEPARTMENT COST	4,503,710	5,052,750								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	3,983,840	4,481,730								
FUNCTION COST	519,870	571,020								
LESS PROGRAM REVENUES	20,500	15,300								
NET PROGRAM COST	499,370	555,720								

1999 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
EMPLOYEE RELATIONS ADMIN	167,700	2,790	24,870		195,360
EQUAL OPPORTUNITY	228,150	1,430	9,750		239,330
LABOR RELATIONS	92,540	1,290	42,340		136,170
EMPLOYMENT/MANAGEMENT SVS	571,350	14,360	62,050		647,760
OFFICE RESOURCE DEVELOP	149,220	30,600	18,300		198,120
CLASS & EMPLOYEE SVCS	795,420	23,250	239,170	940	1,058,780
POLICE/FIRE RET MED LIAB			486,740		486,740
DEPT. TOTAL WITHOUT DEBT SERVICE	2,004,380	73,720	883,220	940	2,962,260
LESS VACANCY FACTOR	14,750				14,750
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	1,989,630	73,720	883,220	940	2,947,510

RECONCILIATION FROM 1998 REVISED BUDGET TO 1999 BUDGET

DEPARTMENT: EMPLOYEE RELATIONS

	DIRECT COSTS	POSITIONS		
		FT	PT	T
1998 REVISED BUDGET:	\$ 2,935,110	31	1	
1998 ONE-TIME REQUIREMENTS:				
- Contract Negotiations	(200,000)			
- Computers	(15,000)			
AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 1999:				
- Salaries and Benefits Adjustment	43,240			
- Contribution to Police/Fire Medical Liability (Funded by Police/Fire Medical Liability Fund Balance)	59,160			
MISCELLANEOUS INCREASES (DECREASES):				
1998 CONTINUATION LEVEL:	\$ 2,822,510	31	1	
FUNDED NEW/EXPANDED SERVICE LEVELS:				
- <i>Random Drug Testing for Firefighters</i>	\$ 6,000			
- <i>Funding for Employee Incentive Program</i>	14,450			
- <i>Remodel 7th Floor</i>	17,510			
	\$ 37,960			
- <i>Classification Study</i>	125,000			
UNFUNDED CURRENT SERVICE LEVELS:				
- <i>Miscellaneous Reductions to Fund New/Expanded Service Levels</i>	(37,960)	(1)	1	
1999 BUDGET:	\$ 2,947,510	30 FT	2 PT	T

1999 P R O G R A M P L A N

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.

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

1999 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.

1999 P R O G R A M P L A N

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

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	210,310		\$	157,940		\$	166,420	
SUPPLIES		2,190			2,790			2,790	
OTHER SERVICES		9,510			7,360			24,870	
CAPITAL OUTLAY		1,800			0			0	
TOTAL DIRECT COST:	\$	223,810		\$	168,090		\$	194,080	

WORK MEASURES:

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

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

1999 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.

1998 PERFORMANCES:

- Minimized informal/formal complaints of discrimination through training and education. Investigate/resolve informal complaints of discrimination.
- Coordinated the Municipality's response to formal complaints.
- Collected and compiled data for required program reports.
- Annual 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 complied 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.
- Investigate/resolve complaints of non-compliance with D/WBE requirements.

1999 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.

1999 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS
 PROGRAM: Equal Opportunity
 RESOURCES:

DIVISION: EQUAL OPPORTUNITY

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	3	1	0
PERSONAL SERVICES	\$	259,770		\$	258,940		\$	228,150	
SUPPLIES		1,430			1,430			1,430	
OTHER SERVICES		7,230			10,290			9,750	
CAPITAL OUTLAY		2,000			0			0	
TOTAL DIRECT COST:	\$	270,430		\$	270,660		\$	239,330	

WORK MEASURES:

- Informal complaints reviewed		42		55		55
- D/WBE directories distributed		2,000		2,000		2,000
- D/WBE certifications		400		425		425
- Coordinate/investigate formal complaints		18		20		20
- Contract Compliance Certifications		425		450		400
- 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		148		180		180
- Establish D/WBE goals on projects		75		75		75
- Hours assisting MOA departments with OEO issues.		0		0		1,300
- 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		800
- Utilization reports received and reviewed		850		850		500

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 6, 14, 22, 31

1999 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.

1998 PERFORMANCES:

- Continued to develop protocol 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 Records and Benefits to optimize grievance resolutions and minimize extra work.
- 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 briefings to cover each ratified contract.
- Represented Muni in arbitrations and Employee Relations Board hearings.

1999 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.
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- 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 ratified contract.
- Represent Muni in arbitrations and Employee Relations Board hearings.

1999 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS
 PROGRAM: Labor Relations Manager
 RESOURCES:

DIVISION: LABOR RELATIONS

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	1	0	0	1	0	0
PERSONAL SERVICES			\$ 89,190			\$ 88,850			\$ 89,950
SUPPLIES			690			1,290			1,290
OTHER SERVICES			170,790			234,440			42,340
TOTAL DIRECT COST:			\$ 260,670			\$ 324,580			\$ 133,580

WORK MEASURES:

- Contracts negotiated		1		4		0
- Grievance arbitrations		60		60		60
- Interest arbitrations		1		1		1
- Meet-and-confer sessions held		18		12		12

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 8, 41

1999 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.

1998 PERFORMANCES:

- Designed and implemented specific training for three or more agencies.
- Upgraded and implemented 360 degree feedback process in one major division or department.
- Conducted PFISHR prototype and implementation.
- Modified UAA contract and promoted utilization of internship program.
- Facilitated implementation of year long calendar of Insights (mandatory training for supervisors).
- Developed supervisory training and assisted in pilot implementation of automated performance management review system.
- Evaluated and revised Educational and Training Assistance policy.
- Developed RFP for training; evaluated and selected vendors.
- Designed and implemented Customer Service Newsletter to share successes and ideas.
- Facilitated internal department training on PowerPoint.
- Facilitated 40 - 50 courses through quarterly calendar.
- Facilitated implementation of agency team building/conflict intervention.

1999 PERFORMANCE OBJECTIVES:

- Conduct 40 to 50 courses through quarterly calendar.
- Design and implement specific to agency training.
- Promote and facilitate use of 360 degree feedback process in 3 agencies.
- Implement four new training programs.
- Facilitate delivery of 6 - 9 Insights sessions.
- Promote and provide technical assistance in implementing performance review systems in 3 agencies.
- Provide emphasis on customer service through training, newsletter and incentives.
- Facilitate implementation of agency interventions (conflict mediation, team building, training plans).
- Purchase and facilitate implementation of agency led training modules.
- Evaluate internship contract and procedural changes re: program utilization.

1999 P R O G R A M P L A N

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

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	147,170		\$	145,610		\$	147,940	
SUPPLIES		30,080			30,600			30,600	
OTHER SERVICES		17,650			16,220			18,300	
TOTAL DIRECT COST:	\$	194,900		\$	192,430		\$	196,840	
WORK MEASURES:									
- Hours of spec. agency training, consulting; prep and development		1,530			1,530			1,530	
- Days of training on quarterly calendar		79			80			80	
- Courses or group processes facilitated annually		52			52			52	
- Employee participation (expected level)		950			1,000			1,000	
- Number of calendar courses rated 7 on a 1 - 10 scale		77			79			79	
- Employees receiving training in customer service		603			650			650	
- Days of training in customer service		26			30			30	

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 7, 38

1999 P R O G R A M P L A N

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.

1998 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.

1999 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:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	1	0	0	2	0	0
PERSONAL SERVICES	\$	120,780		\$	87,480		\$	122,460	
SUPPLIES		400			400			400	
OTHER SERVICES		1,850			920			2,860	
CAPITAL OUTLAY		6,400			15,000			0	
TOTAL DIRECT COST:	\$	129,430		\$	103,800		\$	125,720	

WORK MEASURES:

- Labor contract negotiations supported	1	4	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	90	90

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 25, 40

1999 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.

1998 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.
- Conducted/participated in job fairs.

1999 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:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	202,800		\$	243,460		\$	216,480	
SUPPLIES		4,800			4,800			4,800	
OTHER SERVICES		12,840			2,800			2,800	
CAPITAL OUTLAY		3,440			0			0	
TOTAL DIRECT COST:	\$	223,880		\$	251,060		\$	224,080	

WORK MEASURES:

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

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
4, 9, 16, 32

1999 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.

1998 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 addresses violence in the workplace.

1999 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.

1999 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:

	1997 REVISED			1998 REVISED			1999 BUDGET				
	FT	PT	T	FT	PT	T	FT	PT	T		
PERSONNEL:	1	0	0	1	0	0	1	0	0		
PERSONAL SERVICES				\$	89,440		\$	87,200		\$	89,660
SUPPLIES					4,370			5,760			5,760
OTHER SERVICES					47,890			49,700			53,890
CAPITAL OUTLAY					870			0			0
TOTAL DIRECT COST:				\$	142,570		\$	142,660		\$	149,310

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			60			60			60
- Drug Detection and Discipline training courses			5			5			5
- Substance abuse tests managed (pre-employment post-accident, etc.)			220			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			270			420			550
- Supervisor liability and diversity training			4			4			4
- Workplace Violence Training conducted			4			4			4

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 5, 33, 35, 39, 45

1999 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.

1998 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.

1999 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.

1999 P R O G R A M P L A N

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

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	2	0	0
PERSONAL SERVICES	\$	149,330		\$	154,930		\$	137,630	
SUPPLIES		2,800			3,400			3,400	
OTHER SERVICES		2,500			2,500			2,500	
TOTAL DIRECT COST:	\$	154,630		\$	160,830		\$	143,530	
WORK MEASURES:									
- Grievances processed		140			130			130	
- Grievances resolved		110			105			105	
- Disciplinary actions processed		240			250			250	
- Informal complaints processed		40			40			40	
- Informal complaints resolved		25			25			25	
- Program assistance requests processed		70			70			70	

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

1999 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.

1998 PERFORMANCES:

- Provided direction and coordination for classification, records and benefits program activities.
- Provided a disability management program for employees with occupational and non-occupational disabilities.
- Provided labor costing information to labor relations in support of wage reopeners and contract negotiations.
- Provided staff support to the Employee Incentive Committee.
- Provided staff support to the Employee Relations Board.
- Implemented a new Human Resource Information and Payroll system. Provided training to system users and modified business practices to accommodate changing technology and methods.
- 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.

1999 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.
- Continue to implement additional phases of the Human Resources and Payroll system, including system upgrades; train system users; adapt MOA business processes as necessary.
- 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.

1999 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:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	3	0	0	3	0	0
PERSONAL SERVICES	\$	207,480		\$	196,890		\$	219,090	
SUPPLIES		9,420			8,500			8,500	
OTHER SERVICES		17,560			14,800			17,720	
TOTAL DIRECT COST:	\$	234,460		\$	220,190		\$	245,310	

WORK MEASURES:

- Management bulletins issued		3		12		12
- Employee merit awards		15		15		30
- Employee suggestions processed		5		10		15
- 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

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 2, 17, 27, 36, 37, 44, 46

1999 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.

1998 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.
- Reviewed class specifications to insure that minimum qualification statements are accurate and defensible.
- Participated in several departmental reorganization analyses and implementations.

1999 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.
- Participate in departmental reorganization analyses and implementation.

1999 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS
 PROGRAM: Classification
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$ 127,000			\$ 126,600			\$ 131,560		
SUPPLIES	1,250			1,250			1,250		
OTHER SERVICES	20,700			20,700			145,700		
TOTAL DIRECT COST:	\$ 148,950			\$ 148,550			\$ 278,510		

WORK MEASURES:

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

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 10, 19, 29, 48

1999 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.

1998 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; filed appeals when warranted.
- 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 position control and employee database for department personnel, through a new or upgraded payroll system.
- Automated current manual processes: new hire packets, logs, personnel forms.
- Implemented new Human Resources Information System and provided training to departmental payroll clerks.

1999 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.
- Implement additional phases of the Human Resources Information System and provide training as necessary.
- Automate current manual processes: new hire packets, logs, personnel forms.

1999 P R O G R A M P L A N

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

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	177,660		\$	180,180		\$	185,950	
SUPPLIES		5,500			5,500			5,500	
OTHER SERVICES		2,750			2,750			2,750	
TOTAL DIRECT COST:	\$	185,910		\$	188,430		\$	194,200	
WORK MEASURES:									
- Personnel actions processed		12,000			12,000			12,000	
- Service awards provided		500			500			500	
- Payroll clerk meetings conducted		5			5			5	
- Unemployment insurance hearings attended		15			15			15	
- New employee orientations conducted		125			125			125	
- Written employment verifications processed		1,750			1,750			1,750	
- Identification cards issued		600			600			600	
- Active personnel files maintained		2,825			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	

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 3, 15, 23, 28

1999 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.

1998 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 benefit changes.
- Prepared requests for proposals or extended contracts with benefits providers and/or insurance carriers as appropriate.
- Responded to health care reform initiatives at both the state and federal level.
- Supported the Deferred Compensation Committee and the 401(k) Retirement Committee in their efforts to provide effective defined contribution retirement plans for Municipal employees.

1999 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.

1999 P R O G R A M P L A N

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

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	223,540		\$	224,810		\$	236,030	
SUPPLIES		6,500			6,500			6,500	
OTHER SERVICES		24,100			24,010			22,500	
TOTAL DIRECT COST:	\$	254,140		\$	255,320		\$	265,030	
PROGRAM REVENUES:	\$	20,500		\$	20,500		\$	15,300	

WORK MEASURES:

- Insurance premium payments processed		12		12		12
- Annual enrollment in flex and premium only plans		2,300		2,300		2,300
- Hardship applications from salary deferral plans		20		25		25
- Terminated employees purchasing insurance under COBRA		40		50		50
- Retirement workshops conducted		4		4		4
- Summary benefit plan descriptions written		5		3		3
- Retiree service and earning verifications		120		120		120
- New hire insurance benefits orientation		104		104		104
- RFP and benefit contracts prepared or renewed		3		5		5
- 457/401(k) open enrollments conducted/facilitated		8		8		8
- Investment management/recordkeeping/trustee contracts administered		4		8		9
- 401(k)/457 Committee meetings supported		24		24		24
- Benefits newsletters produced		3		3		3
- Supervisory training delivered (Insights)		2		10		10
- Insurance fund analyses prepared		0		4		4

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS: 11, 13, 20, 21, 34

1999 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS DIVISION: CLASS & EMPLOYEE SVCS
PROGRAM: Retiree Medical Programs

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.

1998 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.
- Administered medical reimbursement program to include determination of allowable expense reimbursement in compliance with Internal Revenue Code.
- Maintained premium account records for members including contributions, premium payments, reimbursements, interest earnings and account balances.

1999 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.
- Administer medical reimbursement program to include determination of allowable expense reimbursement in compliance with Internal Revenue Code.
- Maintain premium account records for members including contributions, premium payments, reimbursements, interest earnings and account balances.

1999 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS
 PROGRAM: Retiree Medical Programs
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	1	0	0	1	0	0	1	0
PERSONAL SERVICES	\$	29,630		\$	28,930		\$	18,310	
SUPPLIES		1,500			1,500			1,500	
OTHER SERVICES		50,500			46,000			50,500	
CAPITAL OUTLAY		760			4,500			940	
TOTAL DIRECT COST:	\$	82,390		\$	80,930		\$	71,250	

WORK MEASURES:

- Number of meetings of the Medical Funding Trustees		12		12		12
- Number of participants in the Funding Trust		54		87		87
- Professional services contracts administered		3		3		3
- Meetings of the Pre-funding Investment Board		4		4		4
- Actuarial valuations performed		1		1		1

48 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:
 26, 30, 42

1999 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.

1998 PERFORMANCES:

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

1999 PERFORMANCE OBJECTIVES:

RESOURCES:

	1997 REVISED			1998 REVISED			1999 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	0	0	0	0	0	0
OTHER SERVICES		231,020			427,580			486,740	
TOTAL DIRECT COST:	\$	231,020		\$	427,580		\$	486,740	

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

43