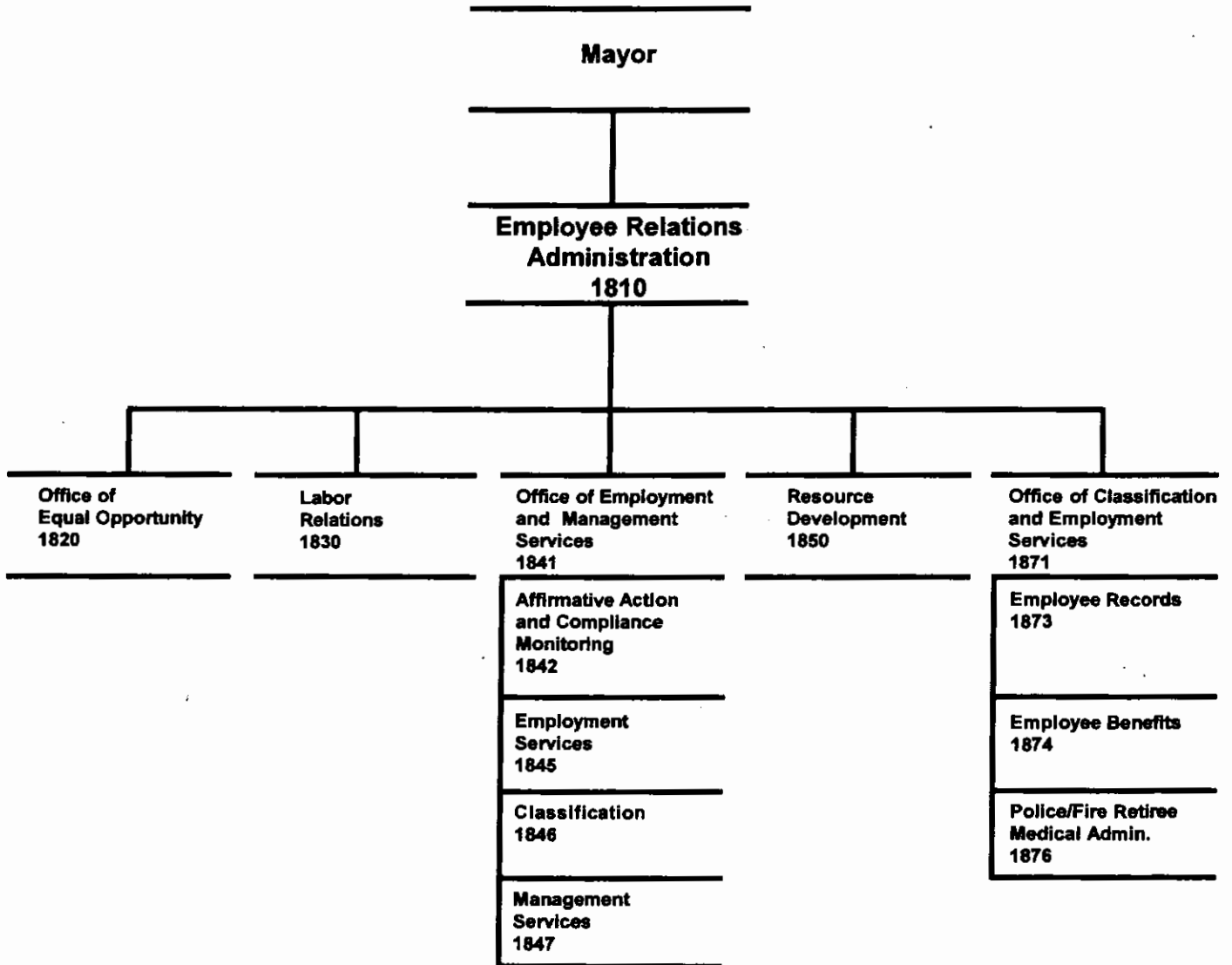


# **EMPLOYEE RELATIONS**

# 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 to support the new Financial Information/Human Resource/Payroll system, including implementation of new modules and version upgrades.
- 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 3.30.19, 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

	1999	2000
Direct Costs	\$2,947,510	\$2,880,200
Program Revenues	\$ 15,300	\$ 15,300
Personnel	30FT 2PT	28FT 3PT

2000 RESOURCE PLAN

DEPARTMENT: EMPLOYEE RELATIONS

DIVISION	FINANCIAL SUMMARY		PERSONNEL SUMMARY							
	1999 REVISED	2000 BUDGET	1999 REVISED				2000 BUDGET			
			FT	PT	T	TOTAL	FT	PT	T	TOTAL
EMPLOYEE RELATIONS ADMIN	194,080	163,810	2			2	2			2
EQUAL OPPORTUNITY	239,330	239,560	3	1		4	3	1		4
LABOR RELATIONS	133,580	101,230	1			1	1			1
EMPLOYMENT/MANAGEMENT SVS	642,640	894,770	9			9	11			11
OFFICE RESOURCE DEVELOP	196,840	158,770	2			2	1	1		2
CLASS & EMPLOYEE SVCS	1,054,300	690,120	13	1		14	10	1		11
POLICE/FIRE RET MED LIAB	486,740	631,940								
OPERATING COST	2,947,510	2,880,200	30	2		32	28	3		31
ADD DEBT SERVICE	0	0								
DIRECT ORGANIZATION COST	2,947,510	2,880,200								
ADD INTRAGOVERNMENTAL CHARGES FROM OTHERS	1,972,450	1,890,080								
TOTAL DEPARTMENT COST	4,919,960	4,770,280								
LESS INTRAGOVERNMENTAL CHARGES TO OTHERS	4,348,940	4,055,000								
FUNCTION COST	571,020	715,280								
LESS PROGRAM REVENUES	15,300	15,300								
NET PROGRAM COST	555,720	699,980								

2000 RESOURCES BY CATEGORY OF EXPENSE

DIVISION	PERSONAL SERVICES	SUPPLIES	OTHER SERVICES	CAPITAL OUTLAY	TOTAL DIRECT COST
EMPLOYEE RELATIONS ADMIN	154,940	2,790	7,360		165,090
EQUAL OPPORTUNITY	227,980	1,430	10,150		239,560
LABOR RELATIONS	92,190	1,290	10,340		103,820
EMPLOYMENT/MANAGEMENT SVS	678,000	15,600	206,290		899,890
OFFICE RESOURCE DEVELOP	120,000	23,600	16,450		160,050
CLASS & EMPLOYEE SVCS	613,160	18,000	63,440		694,600
POLICE/FIRE RET MED LIAB			631,940		631,940
DEPT. TOTAL WITHOUT DEBT SERVICE	1,886,270	62,710	945,970		2,894,950
LESS VACANCY FACTOR	14,750				14,750
ADD DEBT SERVICE					
TOTAL DIRECT ORGANIZATION COST	1,871,520	62,710	945,970		2,880,200

<b>RECONCILIATION FROM 1999 REVISED BUDGET TO 2000 BUDGET</b>
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**DEPARTMENT: EMPLOYEE RELATIONS**

	<u>DIRECT COSTS</u>	<u>POSITIONS</u>		
		FT	PT	T
<b>1999 REVISED BUDGET:</b>	\$ 2,947,510	30	2	
<b>1999 ONE-TIME REQUIREMENTS:</b>				
- Remodel 7th floor, City Hall	(17,510)			
- Retiree medical valuation	(30,000)			
<b>AMOUNT REQUIRED TO CONTINUE EXISTING PROGRAMS IN 2000:</b>				
- Salaries and benefits adjustment	(22,680)			
<b>MISCELLANEOUS INCREASES/(DECREASES):</b>				
- Contribution to Police/Fire Medical Liability (funded by Police/Fire Medical Liability fund balance)	145,200			
<b>1999 CONTINUATION LEVEL:</b>	\$ 3,022,520	30	2	
<b><i>BUDGET REDUCTIONS:</i></b>				
<i>- General budget reductions from staffing efficiencies and decreases in travel, tuition, supplies, and equipment</i>	(142,320)	(2)	1	
<b><i>NEW/EXPANDED SERVICE LEVELS:</i></b>				
<i>- None</i>				
<b>2000 BUDGET:</b>	\$ 2,880,200	28 FT	3 PT	0 T

## 2000 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.

### 1999 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.

### 2000 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.

2000 P R O G R A M P L A N

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

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	157,940		\$	166,420		\$	153,660	
SUPPLIES		2,790			2,790			2,790	
OTHER SERVICES		7,360			24,870			7,360	
TOTAL DIRECT COST:	\$	168,090		\$	194,080		\$	163,810	

WORK MEASURES:

- Board/Commission/ Task Forces supported		3		3		3
- Responses/interpre- tations provided		100		100		100
- Board/Assembly action items prepared		50		50		50
- State/federal legislation reviewed and responded to		30		30		30

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

## 2000 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.

### 1999 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 complies 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 complies with contract compliance program requirements.
- Performed construction and professional services project onsite reviews.
- Investigated/resolved complaints of D/WBE non-compliance.

### 2000 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.



2000 PROGRAM PLAN

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Equal Opportunity  
 RESOURCES:

DIVISION: EQUAL OPPORTUNITY

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	3	1	0	3	1	0
PERSONAL SERVICES	\$	258,940		\$	228,150		\$	227,980	
SUPPLIES		1,430			1,430			1,430	
OTHER SERVICES		10,290			9,750			10,150	
TOTAL DIRECT COST:	\$	270,660		\$	239,330		\$	239,560	

WORK MEASURES:

- Informal complaints reviewed		55		55		55
- D/WBE directories distributed		2,000		2,000		2,000
- D/WBE certifications		425		425		425
- Coordinate/investigate formal complaints		20		20		20
- Contract Compliance Certifications		450		400		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		180		180		225
- Establish D/WBE goals on projects		75		75		20
- Hours assisting MOA departments with OEO issues.		0		1,300		1,500
- On-site visits to construction and professional services proj		850		800		400
- Utilization reports received and reviewed		850		500		300

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 6, 14, 22, 30

## 2000 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.

### 1999 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.

### 2000 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.

2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Labor Relations Manager  
 RESOURCES:

DIVISION: LABOR RELATIONS

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	1	0	0	1	0	0
PERSONAL SERVICES			\$ 88,850			\$ 89,950			\$ 89,600
SUPPLIES			1,290			1,290			1,290
OTHER SERVICES			234,440			42,340			10,340
TOTAL DIRECT COST:			\$ 324,580			\$ 133,580			\$ 101,230

WORK MEASURES:

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

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 8, 40

## 2000 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.

### 1999 PERFORMANCES:

- Conducted 40 to 50 courses through quarterly calendar.
- Designed and implemented specific to agency training.
- Promoted and facilitated use of 360 degree feedback process at AWWU.
- Implemented four new training programs.
- Facilitated delivery of 6 - 9 Insights sessions.
- Promoted and provided technical assistance in implementing performance review systems in 3 agencies.
- Provided emphasis on customer service through training, newsletter and incentives.
- Facilitated implementation of agency interventions (conflict mediation, team building, training plans).
- Converted to Peoplesoft Training module.
- New internship contract and procedural changes implemented.
- Provided administrative and technical training support to Peoplesoft Financials.

### 2000 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 new training programs based on needs assessment.
- Facilitate delivery of 6 - 9 Insights sessions.
- Promote and provide technical assistance in implementing performance review systems.
- Provide emphasis on customer service through training, newsletter and incentives.
- Facilitate implementation of agency interventions (conflict mediation, team building, training plans).
- Provide administrative and technical training support to Peoplesoft Project.
- Promote internship placements under new UAA contract and procedural changes.

2000 P R O G R A M P L A N

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

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	1	1	0
PERSONAL SERVICES	\$	145,610		\$	147,940		\$	118,720	
SUPPLIES		30,600			30,600			23,600	
OTHER SERVICES		16,220			18,300			16,450	
TOTAL DIRECT COST:	\$	192,430		\$	196,840		\$	158,770	
<b>WORK MEASURES:</b>									
- Hours of spec. agency training, consulting; prep and development		1,530			1,530			1,530	
- Days of training on quarterly calendar		80			80			80	
- Courses or group processes facilitated annually		52			52			52	
- Employee participation (expected level)		1,000			1,000			1,000	
- Number of calendar courses rated 7 on a 1 - 10 scale		79			79			79	
- Employees receiving training in customer service		650			650			650	
- Days of training in customer service		30			30			30	

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 7, 37

2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Personnel Administration

DIVISION: EMPLOYMENT/MANAGEMENT SVS

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.

1999 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.

2000 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:

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	2	0	0	2	0	0
PERSONAL SERVICES	\$	87,480		\$	122,460		\$	122,670	
SUPPLIES		400			400			400	
OTHER SERVICES		920			2,860			2,400	
CAPITAL OUTLAY		15,000			0			0	
TOTAL DIRECT COST:	\$	103,800		\$	125,720		\$	125,470	

WORK MEASURES:

- Labor contract negotiations supported		4		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		90		90		90

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
25, 39



## 2000 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.

### 1999 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.

### 2000 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.



2000 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:

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	1	0	0	1	0	0	1	0	0
PERSONAL SERVICES			\$ 87,200			\$ 89,660			\$ 65,680
SUPPLIES			5,760			5,760			5,750
OTHER SERVICES			49,700			53,890			53,390
TOTAL DIRECT COST:			\$ 142,660			\$ 149,310			\$ 124,820

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			458			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			420			437			580
- 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, 32, 34, 38, 44

## 2000 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.

### 1999 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.

### 2000 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.

2000 P R O G R A M P L A N

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

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	2	0	0	2	0	0
PERSONAL SERVICES			\$ 154,930			\$ 137,630			\$ 129,250
SUPPLIES			3,400			3,400			3,400
OTHER SERVICES			2,500			2,500			2,000
TOTAL DIRECT COST:			\$ 160,830			\$ 143,530			\$ 134,650

WORK MEASURES:

- Grievances processed		75		75		75
- Grievances resolved		50		50		50
- Disciplinary actions processed		108		130		130
- 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

## 2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
PROGRAM: Classification

DIVISION: EMPLOYMENT/MANAGEMENT SVS

### 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.

### 1999 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 recommend appropriate changes.
- Developed written policies and procedures for the classification program.
- Reviewed class specifications to insure that minimum qualification statements were accurate and defensible.
- Participated in departmental reorganization analyses and implementation.

### 2000 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.

2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Classification  
 RESOURCES:

DIVISION: EMPLOYMENT/MANAGEMENT SVS

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	2	0	0	2	0	0	2	0	0
PERSONAL SERVICES			\$ 126,600			\$ 131,560			\$ 128,990
SUPPLIES			1,250			1,250			1,250
OTHER SERVICES			20,700			145,700			145,700
TOTAL DIRECT COST:			\$ 148,550			\$ 278,510			\$ 275,940

WORK MEASURES:

- Position description reviews	600	600	600
- Desk audits	40	40	40
- Labor market salary survey	2	2	2
- Class specifications reviewed and updated	100	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

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 10, 19, 46, 47

## 2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: CLASS & EMPLOYEE SVCS  
PROGRAM: Records and Benefits Administration

### PURPOSE:

Direct, coordinate and support the Municipal records, benefits and other employee programs. Facilitate inter- and intra-department employee relations and personnel support. Provide oversight and support of Peoplesoft HRMS and Payroll system.

### 1999 PERFORMANCES:

- Provided direction and coordination for records and benefits program activities.
- Provided support for the performance management program.
- Provided support for Municipal employee relations training programs.
- 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.
- Continued to implement additional phases of the Human Resources and Payroll system, including system upgrades; train system users; adapt MOA business processes as necessary.
- 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.

### 2000 PERFORMANCE OBJECTIVES:

- Provide direction and coordination for records and benefits program activities.
- Provide support for the performance management program.
- Provide support for Municipal employee relations training programs.
- 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.

2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS                      DIVISION: CLASS & EMPLOYEE SVCS  
 PROGRAM: Records and Benefits Administration  
 RESOURCES:

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	3	0	0	3	0	0	2	0	0
PERSONAL SERVICES	\$	196,890		\$	219,090		\$	188,520	
SUPPLIES		8,500			8,500			4,500	
OTHER SERVICES		14,800			17,720			17,690	
TOTAL DIRECT COST:	\$	220,190		\$	245,310		\$	210,710	

WORK MEASURES:

- Employee merit awards	15	30	30
- Employee suggestions processed	10	15	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

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 2, 17, 27, 35, 36, 43, 45

## 2000 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.

### 1999 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.
- Provided information and reports to management and department personnel.
- Provided centralized oversight of injury leave to insure proper payment and coordination with workers compensation.
- Implemented additional phases of the Human Resources Information System and provide training as necessary.
- Automated current manual processes: new hire packets, logs, personnel forms.

### 2000 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.
- Provide information and reports to management and department personnel.
- 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.



2000 P R O G R A M P L A N

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

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	180,180		\$	185,950		\$	172,980	
SUPPLIES		5,500			5,500			5,500	
OTHER SERVICES		2,750			2,750			2,750	
TOTAL DIRECT COST:	\$	188,430		\$	194,200		\$	181,230	
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	

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

## 2000 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.

### 1999 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 extend contracts with benefits providers and/or insurance carriers as appropriate.
- Supported the Deferred Compensation Committee and the 401(k) Retirement Committee in their efforts to provide effective defined contribution retirement plans for Municipal employees.

### 2000 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.
- Support the Deferred Compensation Committee and the 401(k) Retirement Committee in their efforts to provide effective defined contribution retirement plans for Municipal employees.

2000 P R O G R A M P L A N

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

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	4	0	0	4	0	0	4	0	0
PERSONAL SERVICES	\$	224,810		\$	236,030		\$	229,850	
SUPPLIES		6,500			6,500			6,500	
OTHER SERVICES		24,010			22,500			22,500	
TOTAL DIRECT COST:	\$	255,320		\$	265,030		\$	258,850	
PROGRAM REVENUES:	\$	20,500		\$	15,300		\$	15,300	

WORK MEASURES:

- Insurance premium payments processed		12		12		12
- Annual enrollment in flex and premium only plans		2,300		2,300		2,000
- Hardship applications from salary deferral plans		25		25		25
- Terminated employees purchasing insurance under COBRA		50		100		100
- Retirement workshops conducted		1		4		4
- Summary benefit plan descriptions written		0		0		3
- Retiree service and earning verifications		120		120		120
- New hire insurance benefits orientation		104		104		104
- RFP and benefit contracts prepared or renewed		5		5		5
- 457/401(k) open enrollments conducted/facilitated		8		8		8
- Investment management/recordkeeping/trustee contracts administered		8		9		9
- 401(k)/457 Committee meetings supported		24		24		24
- Benefits newsletters produced		0		2		4
- Supervisory training delivered (Insights)		10		10		10
- Insurance fund analyses prepared		4		4		4

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 11, 13, 20, 21, 33

## 2000 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.

### 1999 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.

### 2000 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.

2000 P R O G R A M P L A N

DEPARTMENT: EMPLOYEE RELATIONS  
 PROGRAM: Retiree Medical Programs  
 RESOURCES:

DIVISION: CLASS & EMPLOYEE SVCS

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	1	0	0	1	0	0	1	0
PERSONAL SERVICES	\$		28,930	\$		18,310	\$		17,330
SUPPLIES			1,500			1,500			1,500
OTHER SERVICES			46,000			50,500			20,500
CAPITAL OUTLAY			4,500			940			0
TOTAL DIRECT COST:	\$		80,930	\$		71,250	\$		39,330
WORK MEASURES:									
- Number of meetings of the Medical Funding Trustees			12			12			12
- Number of participants in the Funding Trust			87			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

47 SERVICE LEVELS ARE FUNDED FOR THE DEPARTMENT. THIS PROGRAM HAS LEVELS:  
 26, 29, 41

2000 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.

1999 PERFORMANCES:

2000 PERFORMANCE OBJECTIVES:

RESOURCES:

	1998 REVISED			1999 REVISED			2000 BUDGET		
	FT	PT	T	FT	PT	T	FT	PT	T
PERSONNEL:	0	0	0	0	0	0	0	0	0
OTHER SERVICES			427,580			486,740			631,940
TOTAL DIRECT COST:	\$		427,580	\$		486,740	\$		631,940

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

42