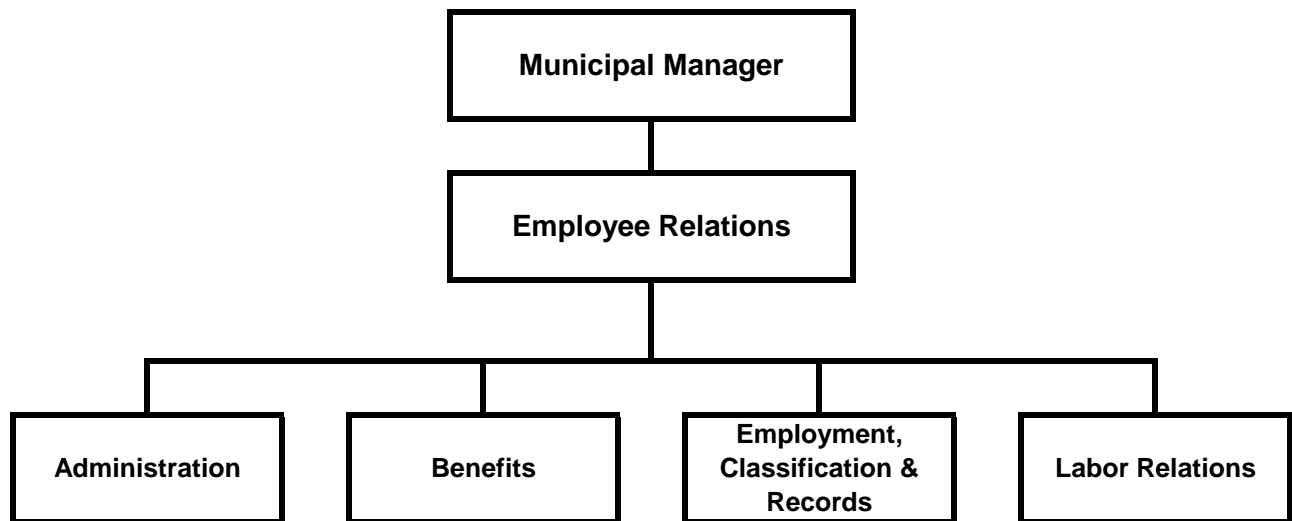


Employee Relations



Employee Relations

Description

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

Department Services

- Define position requirements, assure appropriate compensation, recruit qualified employees and complete on-boarding process.
- Assure accuracy and security of employee information and administration of personnel actions.
- Provide consistent Employee Relations policy direction.
- Negotiate and administer collective bargaining agreements and personnel rules; and to advise management with respect to workforce management.
- Efficiently operate programs that attract and retain qualified employees, promote productivity and wellness, minimize time lost and provide employees with opportunities for financial security in retirement.
- Provide and administer health and welfare programs that assist in attracting and retaining qualified employees.

Divisions:

- Employment & Records
 - Attract qualified individuals to fill vacant positions within the Municipality. Provide for a classification system that describes positions, establishes qualifications, groups them into like series, and determines appropriate pay ranges. Administer and maintain the official system of record for municipal employee personnel and medical information.
- Labor Relations
 - Negotiate and administer collective bargaining agreements and apply personnel rules. Responsible for policy development, implementation and interpretation. Promote a high quality workforce and collaborative relationships between management, employees and union organizations.
- Benefits
 - Develop, maintain and administer cost effective and competitive employee benefit programs. Responsible for health, wellness and retirement benefit administration.

Department Goals that Contribute to Achieving the Mayor's Mission:



Administration – Make city government more efficient, accessible, transparent, and responsive to the citizens of Anchorage

- Centralize and streamline administrative functions to improve performance and conserve resources.
- Improve the administration, consistency, and accuracy of the position classification system.

- Negotiate fiscally responsible collective bargaining agreements with economic terms that do not to exceed average 5 year CPI.
- Negotiate and administer collective bargaining agreements that maximize management flexibility.
- Leverage technology to provide employees with self-service access to administrative information and processes.
- Migrating employees to lower cost benefit options.
- Savings resulting from employees choosing lower cost benefit options.



Strengthen Anchorage's Economy – Build a city that attracts and retains a talented workforce, the most innovative companies, and provides a strong environment for economic growth

- Attract and retain a productive, qualified workforce while adhering to all federal, state and local laws, regulations and agreements.
- Improve the pool of qualified candidates available to fill Municipal positions.



Community Development to Make Anchorage a Vibrant, Inclusive and Affordable Community

- Develop meaningful and cost effective employee benefit options.
- Expand the diversity of the Municipalities' workforce by using innovative recruitment practices.

Employee Relations Department Summary

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Division				
ER Administration	350,016	403,204	355,159	(11.92%)
ER Benefits	447,078	599,700	638,180	6.42%
ER Employment	1,410,141	1,549,468	1,468,073	(5.25%)
ER Labor Relations	1,253,185	1,258,915	1,171,107	(6.97%)
Direct Cost Total	3,460,419	3,811,287	3,632,519	(4.69%)
Intragovernmental Charges				
Charges by/to Other Departments	(3,218,032)	(3,660,168)	(3,481,401)	(4.88%)
Function Cost Total	242,387	151,119	151,118	-
Program Generated Revenue	(140,617)	(121,450)	(121,450)	-
Net Cost Total	101,770	29,669	29,668	(0.01%)
Direct Cost by Category				
Salaries and Benefits	3,302,339	3,547,317	3,436,053	(3.14%)
Supplies	8,254	12,750	8,650	(32.16%)
Travel	13,584	4,780	-	(100.00%)
Contractual/Other Services	132,589	236,040	187,816	(20.43%)
Debt Service	-	-	-	-
Equipment, Furnishings	3,653	10,400	-	(100.00%)
Direct Cost Total	3,460,419	3,811,287	3,632,519	(4.69%)
Position Summary as Budgeted				
Full-Time	36	34	34	-
Part-Time	-	-	-	-
Position Total	36	34	34*	-

*Position count at year end will reflect reduction of 3 FT positions based on elimination after July 1, 2017 due to SAP going live.

Employee Relations

Reconciliation from 2016 Revised Budget to 2017 Proposed Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
2016 Revised Budget	3,811,287	34	-	-
Changes in Existing Programs/Funding for 2017				
- Salary and benefits adjustments	74,309	-	-	-
2017 Continuation Level	3,885,596	34	-	-
2017 Proposed Budget Changes				
- Eliminate 3 FT PCNs after July 1, 2017 due to SAP going live: 2 FTs from Benefits, 1 FT from Employment Division.	(142,347)	(3)	-	-
- Request for proposal (RFP) for FMLA program. It is in the process of being outsourced.	66,000	-	-	-
- Eliminate 1 FT Personnel Technician II in Benefits Division	(43,230)	(1)	-	-
- Reduce various non-labor as cost saving measure	(133,500)	-	-	-
2017 Proposed Budget	3,632,519	30	-	-

Employee Relations Division Summary

ER Administration

(Fund Center # 181000, 181079, 181100)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	265,170	303,734	310,769	2.32%
Supplies	8,254	12,750	8,650	(32.16%)
Travel	13,584	4,780	-	(100.00%)
Contractual/Other Services	59,355	71,540	35,740	(50.04%)
Equipment, Furnishings	3,653	10,400	-	(100.00%)
Manageable Direct Cost Total	350,016	403,204	355,159	(11.92%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	350,016	403,204	355,159	-
Intragovernmental Charges				
Charges by/to Other Departments	(210,379)	(373,535)	(325,493)	(12.86%)
Function Cost Total	139,637	29,669	29,666	(0.01%)
Net Cost Total	139,637	29,669	29,666	(0.01%)
Position Summary as Budgeted				
Full-Time	2	2	2	-
Position Total	2	2	2	-

Employee Relations**Division Detail****ER Administration**

(Fund Center # 181000, 181079, 181100)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	265,170	303,734	310,769	2.32%
Supplies	8,254	12,750	8,650	(32.16%)
Travel	13,584	4,780	-	(100.00%)
Contractual/Other Services	59,355	71,540	35,740	(50.04%)
Equipment, Furnishings	3,653	10,400	-	(100.00%)
Manageable Direct Cost Total	350,016	403,204	355,159	(11.92%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	350,016	403,204	355,159	(11.92%)
Intragovernmental Charges				
Charges by/to Other Departments	(210,379)	(373,535)	(325,493)	(12.86%)
Net Cost				
Direct Cost Total	350,016	403,204	355,159	(11.92%)
Charges by/to Other Departments Total	(210,379)	(373,535)	(325,493)	(12.86%)
Net Cost Total	139,637	29,669	29,666	(0.01%)

Position Detail as Budgeted

	2015 Revised		2016 Revised		2017 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Director	1	-	1	-	1	-
Executive Assistant II	1	-	1	-	1	-
Position Detail as Budgeted Total	2	-	2	-	2	-

Employee Relations Division Summary

ER Benefits

(Fund Center # 187100)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	446,878	597,200	571,104	(4.37%)
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	201	2,500	67,076	2583.04%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	447,078	599,700	638,180	6.42%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	447,078	599,700	638,180	-
Intragovernmental Charges				
Charges by/to Other Departments	(344,854)	(478,250)	(516,728)	8.05%
Function Cost Total	102,225	121,450	121,452	-
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	140,092	121,450	121,450	-
Program Generated Revenue Total	140,092	121,450	121,450	-
Net Cost Total	(37,867)	-	2	(517.12%)
Position Summary as Budgeted				
Full-Time	5	7	9 *	28.57%
Position Total	5	7	9	28.57%

*Position count at year end will reflect reduction of 2 FT postions based on elimination after July 1, 2017 due to SAP going live.

Employee Relations

Division Detail

ER Benefits

(Fund Center # 187100)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	446,878	597,200	571,104	(4.37%)
Travel	-	-	-	-
Contractual/Other Services	201	2,500	67,076	2583.04%
Manageable Direct Cost Total	447,078	599,700	638,180	6.42%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	447,078	599,700	638,180	6.42%
Intragovernmental Charges				
Charges by/to Other Departments	(344,854)	(478,250)	(516,728)	8.05%
Program Generated Revenue				
406580 - Copier Fees	-	150	150	-
406620 - Reimbursed Cost-ER	-	121,300	121,300	-
406625 - Reimbursed Cost-NonGrant Funded	140,092	-	-	-
Program Generated Revenue Total	140,092	121,450	121,450	-
Net Cost				
Direct Cost Total	447,078	599,700	638,180	6.42%
Charges by/to Other Departments Total	(344,854)	(478,250)	(516,728)	8.05%
Program Generated Revenue Total	(140,092)	(121,450)	(121,450)	-
Net Cost Total	(37,867)	-	2	(517.12%)

Position Detail as Budgeted

	2015 Revised		2016 Revised		2017 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Leave Administrator	-	-	1	-	1	-
Personnel Analyst I	-	-	1	-	1	-
Personnel Analyst II	2	-	3	-	3	-
Personnel Director	1	-	1	-	1	-
Personnel Technician II	-	-	-	-	1	-
SAP NEW 07	1	-	-	-	-	-
SAP NEW 11	1	-	-	-	-	-
Senior Accountant	-	-	1	-	1	-
Special Admin Assistant II	-	-	-	-	1	-
Position Detail as Budgeted Total	5	-	7	-	9*	-

*Position count at year end will reflect reduction of 2 FT postions based on elimination after July 1, 2017 due to SAP going live.

Employee Relations
Division Summary
ER Employment
(Fund Center # 184500)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	1,346,206	1,467,468	1,428,073	(2.68%)
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	63,935	82,000	40,000	(51.22%)
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	1,410,141	1,549,468	1,468,073	(5.25%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,410,141	1,549,468	1,468,073	-
Intragovernmental Charges				
Charges by/to Other Departments	(1,409,615)	(1,549,468)	(1,468,073)	(5.25%)
Function Cost Total	525	-	-	(42.38%)
Program Generated Revenue by Fund				
Fund 101000 - Areawide General	525	-	-	-
Program Generated Revenue Total	525	-	-	-
Net Cost Total	-	-	-	(42.38%)
Position Summary as Budgeted				
Full-Time	14	13	13	-
Position Total	14	13	13 *	-

*Position count at year end will reflect reduction of 1 FT position based on elimination after July 1, 2017 due to SAP going live.

Employee Relations
Division Detail
ER Employment
(Fund Center # 184500)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	1,346,206	1,467,468	1,428,073	(2.68%)
Travel	-	-	-	-
Contractual/Other Services	63,935	82,000	40,000	(51.22%)
Manageable Direct Cost Total	1,410,141	1,549,468	1,468,073	(5.25%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,410,141	1,549,468	1,468,073	(5.25%)
Intragovernmental Charges				
Charges by/to Other Departments	(1,409,615)	(1,549,468)	(1,468,073)	(5.25%)
Program Generated Revenue				
406625 - Reimbursed Cost-NonGrant Funded	525	-	-	-
Program Generated Revenue Total	525	-	-	-
Net Cost				
Direct Cost Total	1,410,141	1,549,468	1,468,073	(5.25%)
Charges by/to Other Departments Total	(1,409,615)	(1,549,468)	(1,468,073)	(5.25%)
Program Generated Revenue Total	(525)	-	-	-
Net Cost Total	-	-	-	(42.38%)

Position Detail as Budgeted

	2015 Revised		2016 Revised		2017 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Human Resource Pro IV	1	-	1	-	1	-
Human Resource Pro V	1	-	1	-	1	-
Personnel Analyst I	3	-	3	-	3	-
Personnel Analyst II	5	-	5	-	5	-
Personnel Analyst III	1	-	1	-	1	-
Personnel Technician II	2	-	2	-	2	-
SAP NEW 12	1	-	-	-	-	-
Position Detail as Budgeted Total	14	-	13	-	13*	-

*Position count will reflect reductions of 1 FT position based on elimination after July 1, 2017 due to SAP going live.

Employee Relations Division Summary

ER Labor Relations

(Fund Center # 184100)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	1,244,086	1,178,915	1,126,107	(4.48%)
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	9,099	80,000	45,000	(43.75%)
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	1,253,185	1,258,915	1,171,107	(6.97%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,253,185	1,258,915	1,171,107	-
Intragovernmental Charges				
Charges by/to Other Departments	(1,253,185)	(1,258,915)	(1,171,107)	(6.97%)
Function Cost Total	-	-	-	433.52%
Net Cost Total	-	-	-	433.52%
Position Summary as Budgeted				
Full-Time	15	12	10 *	(16.67%)
Position Total	15	12	10	(16.67%)

Employee Relations**Division Detail****ER Labor Relations**

(Fund Center # 184100)

	2015 Actuals	2016 Revised	2017 Proposed	17 v 16 % Chg
Direct Cost by Category				
Salaries and Benefits	1,244,086	1,178,915	1,126,107	(4.48%)
Travel	-	-	-	-
Contractual/Other Services	9,099	80,000	45,000	(43.75%)
Manageable Direct Cost Total	1,253,185	1,258,915	1,171,107	(6.97%)
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,253,185	1,258,915	1,171,107	(6.97%)
Intragovernmental Charges				
Charges by/to Other Departments	(1,253,185)	(1,258,915)	(1,171,107)	(6.97%)
Net Cost				
Direct Cost Total	1,253,185	1,258,915	1,171,107	(6.97%)
Charges by/to Other Departments Total	(1,253,185)	(1,258,915)	(1,171,107)	(6.97%)
Net Cost Total	-	-	-	433.52%

Position Detail as Budgeted

	2015 Revised		2016 Revised		2017 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Deputy Director II	-	-	1	-	-	-
Director	1	-	1	-	1	-
Human Resource Pro III	3	-	2	-	2	-
Labor Relations Manager	-	-	-	-	1	-
Leave Administrator	1	-	-	-	-	-
Leave Coordinator	1	-	-	-	-	-
Personnel Analyst I	2	-	1	-	1	-
Personnel Analyst II	4	-	4	-	4	-
Personnel Technician II	1	-	1	-	-	-
Special Admin Assistant II	2	-	2	-	1	-
Position Detail as Budgeted Total	15	-	12	-	10[*]	-

Anchorage: Performance. Value. Results

Employee Relations Department

Anchorage: Performance. Value. Results

Mission

Develop and maintain programs in accordance with federal, state and municipal law that efficiently and effectively attract, develop and retain qualified employees to provide and support municipal services.

Core Services

- Define position requirements, assure appropriate compensation and recruit qualified employees. (Employment Division)
- Assure accuracy and security of employee information and administer personnel actions. (Employment Division - Records)
- Negotiate, interpret and administer collective bargaining agreements and personnel rules. (Labor Relations)
- Advise directors, managers and supervisors with respect to employee rights and management responsibilities and assist in resolving grievances and conflicts. (Labor Relations)
- Efficiently operate health and welfare programs that attract and retain qualified employees, promote productivity and wellness, minimize time loss and that assist employees in achieving financial security in retirement. (Benefits Division)

Accomplishment Goals

- Attract and retain a productive, qualified workforce in accordance with all federal, state and local laws, regulations and agreements.

Performance Measures

Progress in achieving goals shall be measured by:

<u>Measure #1:</u> Number of material actions requiring correction as a result of audits or arbitrations.
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2015 Audits

- Employment Division audit of APD merit anniversaries and step advancements. Multiple findings. Resolved and corrected.

Employment Division

Employee Relations Department

Anchorage: Performance. Value. Results.

Purpose

Attract qualified individuals to fill vacant positions within the Municipality and administer all personnel actions during the employees' term of employment. Provide for a position classification system that describes duties and responsibilities, establishes qualifications, groups them into like categories (class series), and determines appropriate pay ranges and assigns the funding source(s). Administer and maintain the official system of record for municipal personnel.

Direct Services

Employment and Classification is responsible for:

- Developing and sustaining a fair, efficient, effective, transparent, and equitable recruitment, selection, and hiring/promotion process.
- Locating sources of qualified manpower to meet the needs of the Municipality.
- Maintaining and administering a fair and objective system for classifying jobs/positions.
- Creating and maintaining pay grades for comparable work across the Municipality.
- Maintaining employee records.
- Assuring compliance with associated laws, regulations and contractual agreements.

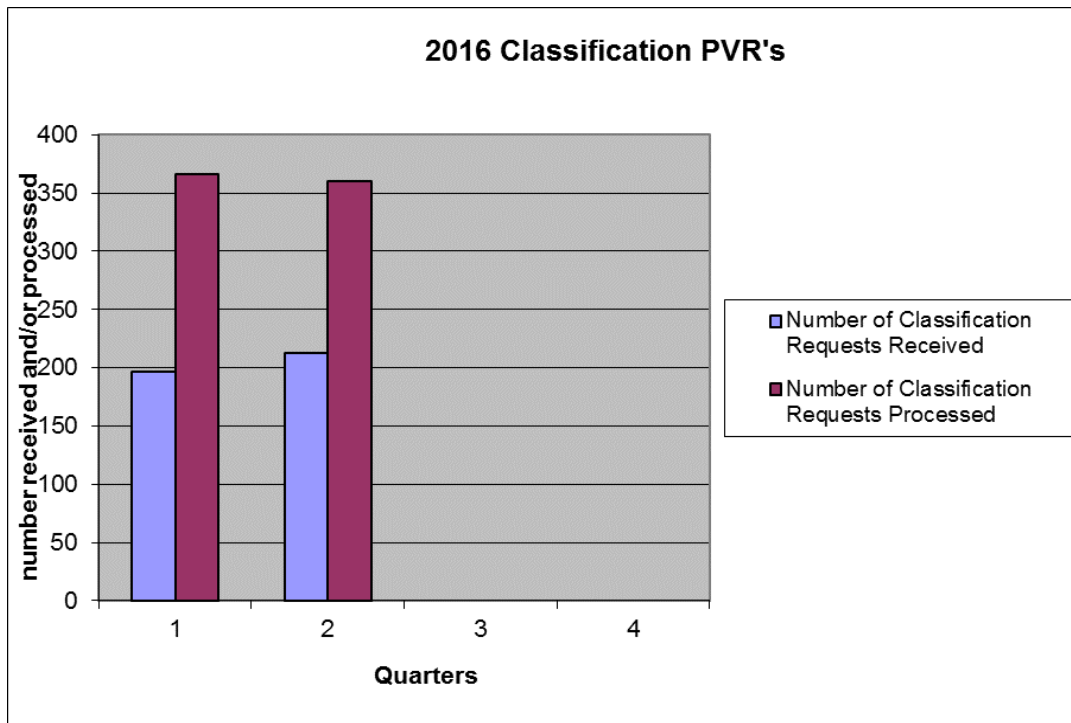
Accomplishment Goals

- Improve the administration, consistency, and accuracy of the position classification system.
- Improve the pool of qualified candidates available to fill Municipal positions.

Performance Measures

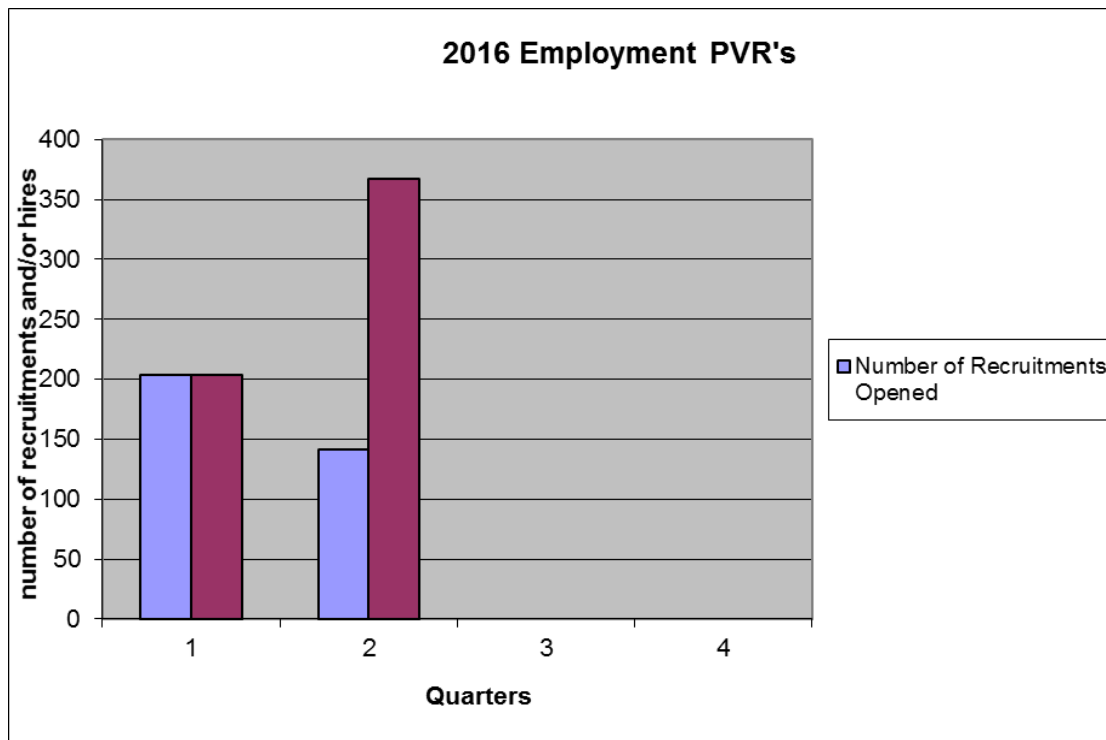
Progress in achieving goals shall be measured by:

Measure #2: The number of classification requests received in relation to how many classification requests have been completed.



Note: The high number of classification requests process is due to backlog, collective bargaining agreement changes, and organizational changes.

Measure #3: The number of recruitment efforts in relation to actual hires/promotions.



Benefits Division
Employee Relations Department
Anchorage: Performance. Value. Results.

Purpose

Develop, maintain and administer cost effective and competitive employee benefit programs.

Direct Services

- Health and wellness benefits administration
- Retirement benefits administration
- Employee benefit program development and analysis

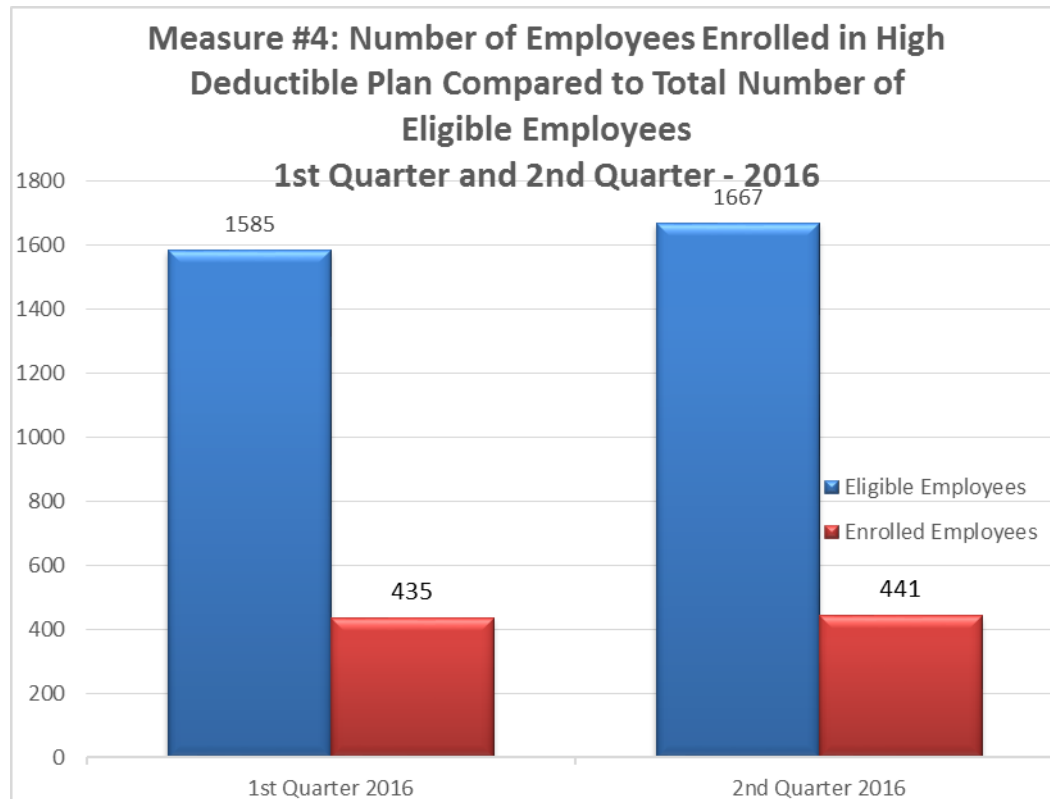
Accomplishment Goals

- Migrating employees to lower cost benefit options.
- Savings resulting from employees choosing lower cost benefit options.
- Developing meaningful and cost effective employee benefit options.

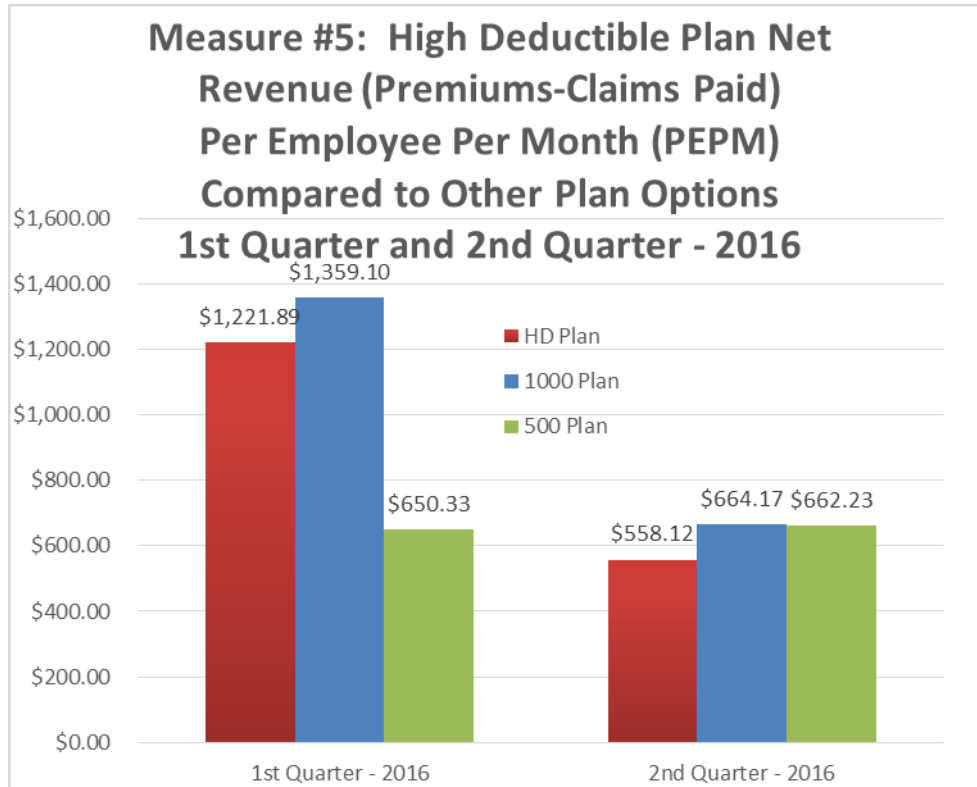
Performance Measures

Progress in achieving goals shall be measured by:

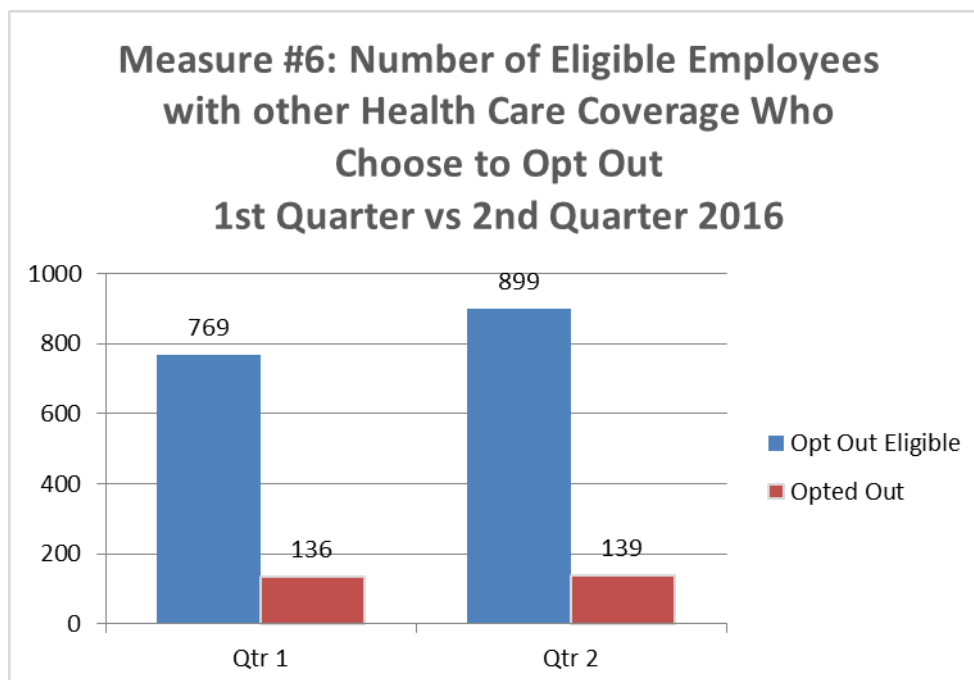
Measure #4: Number of Employees Enrolled in High Deductable Plan Compared to Total Number of Eligible Employees.



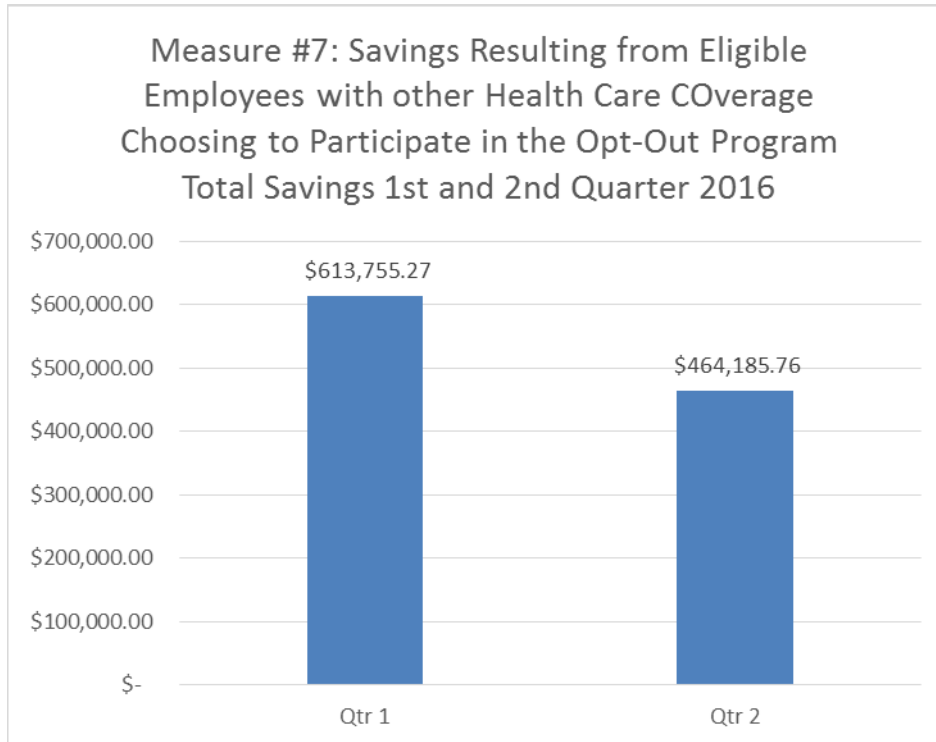
Measure #5: High Deductible Plan Net Revenue (Premiums–Claims Paid) Per Employee Per Month (PEPM) Compared to Other Plan Options.



Measure #6: Number of Eligible Employees with other Health Care Coverage who choose to Opt Out.



Measure #7: Savings Resulting from Eligible Employees with other Health Care Coverage Choosing to Participate in the Opt-Out Program.



Labor Relations Division Employee Relations Department

Anchorage: Performance. Value. Results.

Purpose

Negotiate, administer and interpret collective bargaining agreements and Municipal Personnel Rules.

Direct Services

Labor Relations is responsible for:

- Negotiating, interpreting and administering nine (9) collective bargaining agreements and the Personnel Rules (AMC 3.30) covering all Municipal employees.
- Responding to formal employee grievances.
- Administering the controlled substance abuse and testing program.
- Providing training and consultative guidance to managerial and supervisory personnel, on contract administration and on other labor relations matters.

Accomplishment Goals

- Negotiate fiscally responsible collective bargaining agreements with economic terms that do not exceed the rolling average 5 year CPI plus 1%.
- Negotiate and administer collective bargaining agreements that maximize management flexibility and promote workplace harmony.

Performance Measures

Progress in achieving goals shall be measured by:

Measure #8: Average overall cost of economic terms of each collective bargaining agreement.

100% of negotiated collective bargaining agreements within quarter will not exceed the five year average CPI plus 1%. Measurement: total cost as reported to the Assembly per the SEE.

One Collective Bargaining Agreement (L302) total cost 2.0% increase as reported to the Assembly on SEE.

This measure was achieved.

Measure #9: 95% of grievances will be resolved within 60 days while preserving management rights. Grievances will be categorized by origin as pay issues, disciplinary disputes, contract language Issues or operational issues.

Total grievances for 2016: 13 (Q2 8 NEW)

Resolved grievances within 60 days during Q2 2016: 86%

Types of grievances:

	<u>2016 GRIEVANCE TOTAL</u>	<u>Q2 RESOLVED</u>
• Pay	6	2
• Contract		
• Discipline	3	2
• Other	2	1
• Operations	2	1

This measure was not achieved.

PVR Measure WC: Managing Workers' Compensation Claims
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Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.

