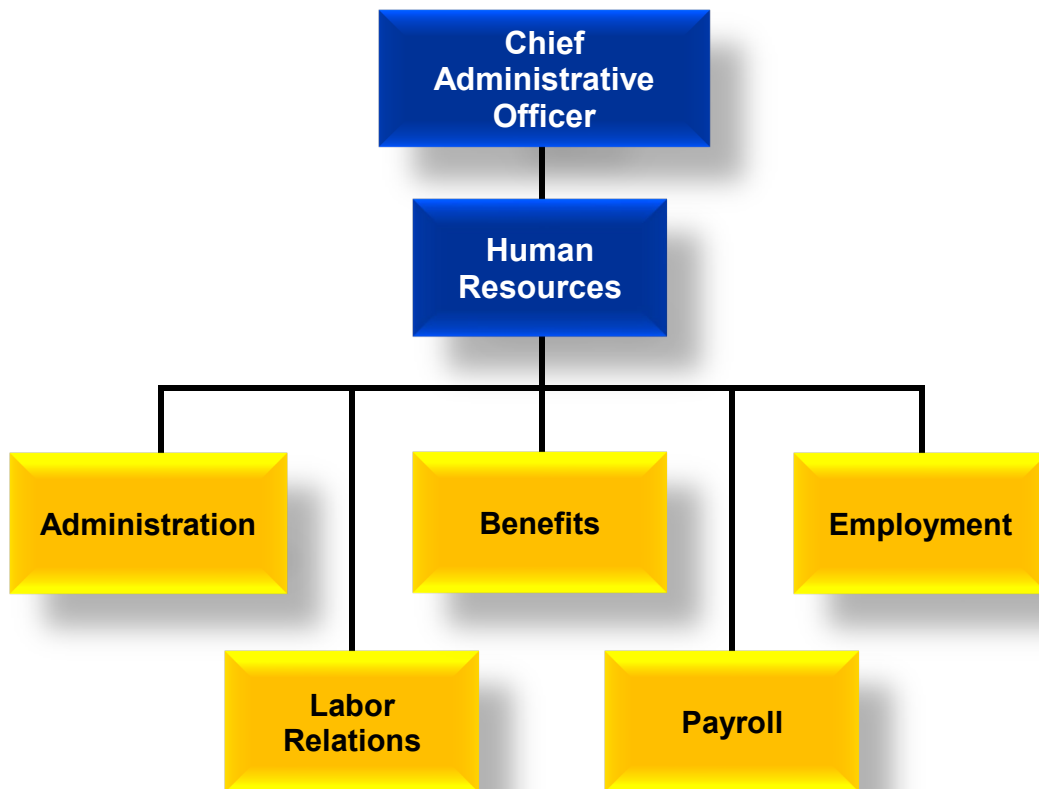


Human Resources



Human Resources

Description

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

Human Resources (907)343-4425
632 W. 6th Ave. Suite 610 Anchorage, AK 99501
https://www.muni.org/Departments/employee_relations

Department Mission

Our mission is to nurture and empower the Municipality of Anchorage's human resources through a focus on the employee life cycle. We hold ourselves accountable, ensuring every action resonates with the internal departments and citizens we serve with integrity and a commitment to excellence. We provide the entire spectrum of human resources—from recruitment to departure. Our approach is rooted in equity and equal opportunity, celebrating diversity, fostering inclusivity, and driving innovation.

Department Services

- 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.
- Define position requirements with industry standards, assure appropriate compensation, recruit qualified employees, and complete on-boarding processes.
- Assure accuracy and security of employee information.
- Provide consistent Human Resources policy direction.
- Negotiate and administer collective bargaining agreements and personnel rules.
- Equip supervisors with effective leadership skills to perform workforce management.
- Ensure timely and accurate payroll processing and required governmental payroll reporting.

Divisions

- The Benefits Division develops, maintains, and administers cost effective and competitive employee benefit programs. It is also responsible for health, wellness, and retirement benefit administration.
- The Classification, Employment & Records Division attracts qualified individuals to fill vacant positions within the Municipality, provides for a classification system that describes positions, establishes qualifications, groups them into like series, and determines appropriate pay ranges. It also administers and maintains the official system of record for municipal employee personnel and medical information.
- The Labor Relations Division negotiates and administers collective bargaining agreements and applies personnel rules. It is also responsible for policy development,

implementation, and interpretation while promoting a high-quality workforce and collaborative relationship between management, employees, and union organizations.

- The Payroll Division provides tools and information necessary to maintain consistent and effective payroll processes. It also incorporates all pertinent payroll information into our intranet sites and makes necessary payroll documents readily available and easily retrievable.

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



Good Government – Ensuring ethical and accountable government, balancing the budget, and delivering quality, effective government services.

- Enhance municipal human resources to include innovative workforce standards; focus on hiring, recruitment, wages and benefits, and retention.
- Improve the administration, consistency, and accuracy of the position classification system.
- Expand the pool of qualified candidates available to fill Municipal positions.
- Develop meaningful and cost-effective employee benefit options.
- Negotiate fiscally responsible collective bargaining.
- Negotiate and administer collective bargaining agreements that maximize management flexibility.
- Fill critical department vacancies that impact service delivery.
- Enhance leadership development and management training.
- Implement recruiting strategies to increase staff diversity.

Human Resources Department Summary

	2024 Actuals Unaudited	2025 Revised	2026 Approved	26 v 25 % Chg
Direct Cost by Division				
HR Administration	2,131,076	2,218,914	2,030,241	(8.50%)
HR Benefits	607,456	617,855	782,479	26.64%
HR Employment	1,806,642	1,995,740	2,196,095	10.04%
HR Labor Relations	1,133,776	1,307,938	1,083,906	(17.13%)
HR Payroll	1,091,747	1,074,260	1,121,986	4.44%
Direct Cost Total	6,770,696	7,214,707	7,214,707	-
Intragovernmental Charges				
Charges by/to Other Departments	(5,252,568)	(5,634,296)	(5,634,301)	-
Function Cost Total	1,518,129	1,580,411	1,580,406	-
Program Generated Revenue	(3,831,410)	(134,850)	(134,850)	-
Net Cost Total	(2,313,282)	1,445,561	1,445,556	-
Direct Cost by Category				
Salaries and Benefits	6,364,264	6,801,628	6,797,037	(0.07%)
Supplies	34,785	19,500	33,201	70.26%
Travel	2,012	3,145	-	(100.00%)
Contractual/Other Services	301,249	390,434	382,630	(2.00%)
Debt Service	-	-	-	-
Equipment, Furnishings	68,386	-	1,839	100.00%
Direct Cost Total	6,770,696	7,214,707	7,214,707	-
Position Summary as Budgeted				
Full-Time	41	41	40	(2.44%)
Part-Time	-	-	-	-
Position Total	41	41	40	(2.44%)

Human Resources

Reconciliation from 2025 Revised Budget to 2026 Approved Budget

	Direct Costs	Positions		
		FT	PT	Seas/T
2025 Revised Budget	7,214,707	41	-	-
Changes in Existing Programs/Funding for 2026				
- Salaries and benefits adjustments including the reduction of one (1) Professional Investigator position to fund increases in existing positions	-	(1)	-	-
2026 Continuation Level	7,214,707	40	-	-
2026 Proposed Budget Changes				
- None	-	-	-	-
2026 Approved Budget	7,214,707	40	-	-

Human Resources Department

Anchorage: Performance. Value. Results.

Mission

Our mission is to nurture and empower the Municipality of Anchorage's human resources through a dual focus on the Employee Life Cycle and the Labor Relations Strategic Function. We hold ourselves accountable, ensuring that every action resonates with the citizens we serve. Guided by unwavering integrity and a commitment to excellence, we manage the entire spectrum of human resources—from recruitment to departure. Our approach is rooted in equity and equal opportunity, celebrating diversity, fostering inclusivity, and driving innovation. By exceeding expectations, we create a positive impact on our communities, building a stronger, more vibrant future for all. To accomplish this, Internal Audit performs audits to ensure the reliability and integrity of financial records, compliance with established Municipal Policy and Procedures, accountability and protection of Municipal assets, and the achievement of program results. The responsibilities of Internal Audit are outlined specifically in Anchorage Municipal Code 3.20.

Core Services

Our department delivers a comprehensive range of core services focused on accountability and Excellence: We align positions with industry standards and internal structures for an effective organization. Through these services, we uphold our commitment to delivering meaningful results for citizens while maintaining accountability and integrity in all operations.

- **Recruitment:** We carefully manage recruitment, prioritizing fairness and transparency in selecting top candidates.
- **Payroll:** Ensures timely and accurate payroll processing, and ensures all governmental payroll required reporting and payments are done accurately and on time.
- **Classification:** We align positions with industry standards and internal structure for effective organization.
- **Labor/Employee Relations:** Fostering positive workplace dynamics, we resolve conflicts and promote harmony.
- **Supervisor Development:** Equipping supervisors with effective leadership skills through tailored training.
- **Compensation:** Designing and/or collectively bargain fair and competitive compensation structures to attract and retain talent.
- **Customer Support:** Proactively addressing concerns and facilitating solutions for both the employees and management.
- **Strategic Planning:** Aligning human resources initiatives with municipal and organizational goals for impactful outcomes.

Accomplishment Goals

Human Resources aims to achieve its goals through focused efforts in recruitment, benefits, and compensation: These efforts within core services uphold the department's mission of accountability and excellence while enhancing employee impact and organizational effectiveness.

- **Recruitment:** Streamlining the process by reorganizing internal efforts and adjusting settings to attract more qualified candidates and reduce turnaround

time for filling vacancies. A key measure is tracking accepted job offers to ensure effectiveness.

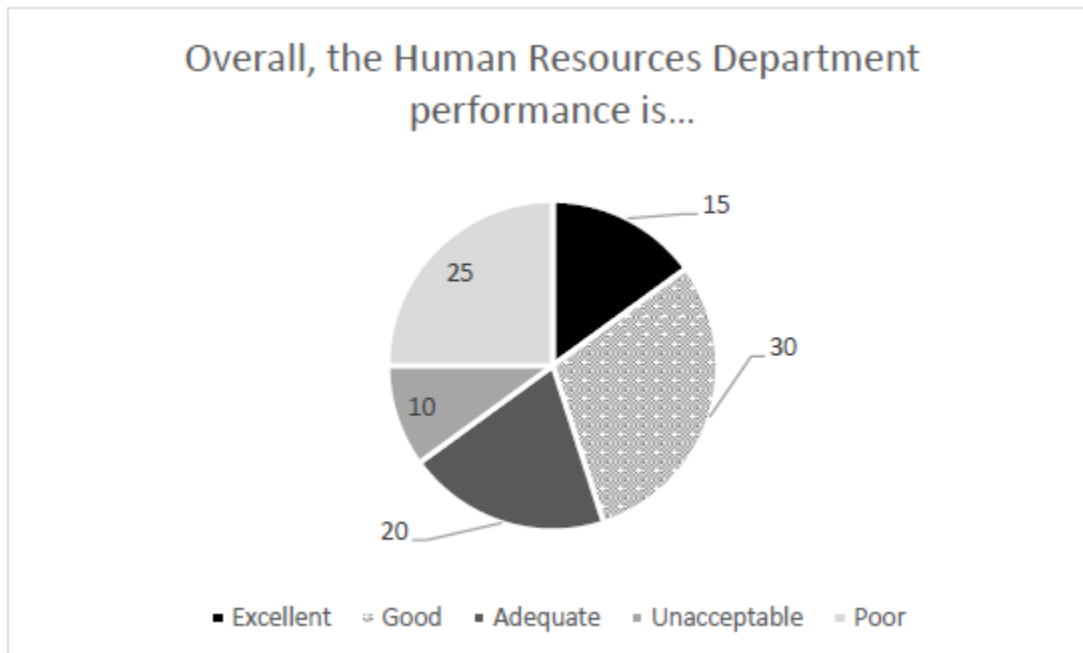
- **Benefits:** Develop strategies are devised to maintain competitive employee benefit premiums while prioritizing mental health initiatives like Vera to support well-being. Retirement benefits are enhanced for long-term financial security and talent attraction.
- **Compensation:** Compensation structures are reviewed for competitiveness and alignment with organizational goals. Performance-based models are implemented to reward excellence.

Performance Measure # 1

Type
Survey

Measured by:

- Directors participated in a survey to assess the Human Resources Department overall performance:



Human Resources Department Classification Division

Anchorage: Performance. Value. Results.

Mission

The HR Classification team manages the organizational structure of the Municipality of Anchorage, made up of approx. 3500 positions within SAP and their associated Position Descriptions and Job Classification Specifications. The SAP Module Organizational Management (OM) is maintained by Classification, including mapping of all position attributes such as job, organizational unit, department, supervisory relationships, union, etc.

Core Services

The Classification Team is knowledgeable of the MOA's classification process. The Classification Team communicates instructions and strives to and to respond to your questions or concerns quickly and efficiently. The information that the Classification Team provides is intended to be helpful and further your understanding of the classification process.

Accomplishment Goals

Develop training materials for managers to use classification tools and resources available to them.

Performance Measure # 1

Task Completion and Timeliness

- **Create Position**
New positions play a crucial role in facilitating growth, adapting to changing needs, and generating employment opportunities, which ultimately benefit both the Municipality and the community.
- **Classification Specification Modification**
Adjusting classification specifications for positions ensures accurate definitions of job roles based on knowledge, skills, responsibilities, and qualifications.
- **Modify Position**
Position modifications involve adjusting existing roles due to changing needs or requirements. Adjustments ensure efficient utilization of resources and ultimately benefit the community.

Type

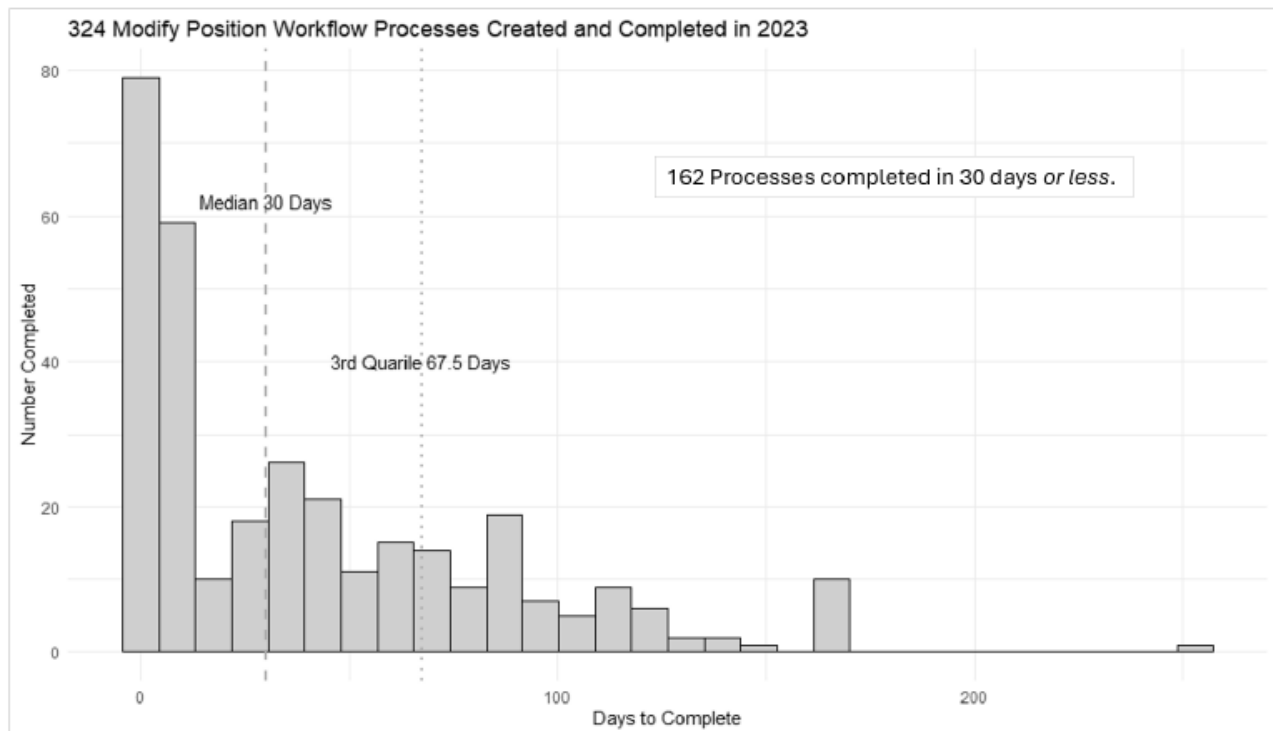
Quantitative Assessment

Measured by:

Directors participated in a survey to assess how they view Classifications responds to questions and outlines classification action timelines.

Document	Total
Create Position	39
Modify Position	324
Classification Specification Modification	23
Modify Org Unit	15
Create Org Unit	5
Other	706
Total	1112

- In 2023, the median turnaround time for Modify Position requests was 30 days. 25% of requests were completed in 5 days or less, and 75% were completed in 67 days or less.

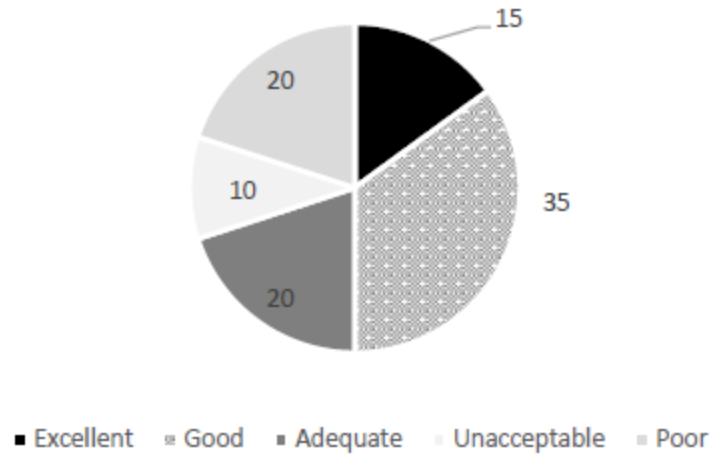


Performance Measure # 2

Client Satisfaction

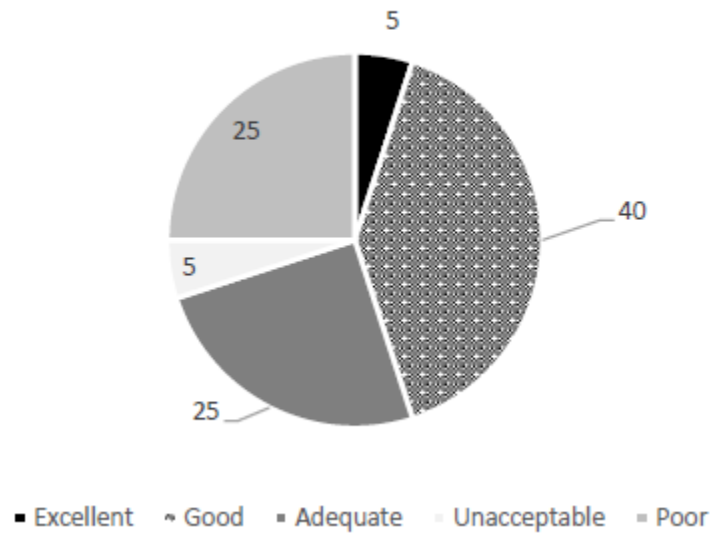
Type
Survey

2023 Classification Responds to Questions and Outlines Classification Action Timelines



Directors rated the resources and tools available on Muniverse/SAP to fill out a position description and/or position change form.

2023 Tools and Resources on Muniverse/SAP



Human Resources Department Employment Division

Anchorage: Performance. Value. Results.

Mission

The Employment Services Division exists to help departments prepare requisitions, screen candidates, and successfully onboard selected new hires. The Division is also responsible for the complete and accurate management of employee personnel files.

Core Services

Drafting job postings, screening candidates, extending job offers, background vetting, new employee orientation, maintaining employee personnel records, accurate and timely data entry for personnel actions. New full-time Municipal Recruiter job creation and deployment.

Accomplishment Goals

- Maintain a single day median turnaround time for creating a requisition.
- Reduce the median turnaround time for approving and posting a requisition to 2 days from 4 days.
- Screen and refer candidates within 2 days of application closing or being received, whichever is sooner.
- Work with hiring managers to reduce the median turnaround time from when a candidate is referred to a hiring decision being made to 10 days from 18.
- Eliminate unnecessary barriers in the background vetting by coordinating with Classifications to update positions based on current reality (requiring a drivers report for non-driving positions for example).
- Clear the backlog of unfilled employee records.
- Reduce corrections needing to be made to employee records by ensuring more accurate input from the beginning.

Performance Measure # 1

Task Completion and Timeliness

Type

Quantitative Assessment

Measured by:

- Reduce median recruitment timelines to 28 days total from 42:
- Median 1 day turnaround time for creating and approving a requisition.
- Median 2-day turnaround time for posting the requisition.
- Median 15-day turnaround for the position to be posted and applicants reviewed and referred (NOTE: this include the actual period the posting is live)
- Median 10-day turnaround time for the hiring manager to interview and make a hiring decision.

Achieved through organizational streamlining and process improvements like the merging of the Records and Employment Divisions to eliminate duplicative processes.

2022 and 2023 Recruitment Timelines

MOA Recruiting Process				
Step:	Requisition Create --> Approval	Approval --> Posting Create	Posting Create --> First Referral	Applicant Referred --> Decision on Applicant
2022 Median Days:	3	4	16	12
2023 Median Days:	1	4	19	18
Step Description:	Time frame from creation of requisition to final approval.	Time frame from final approval to creation of Posting.	Time frame from creation of Posting to when the first applicant is referred to the Department.	Time frame from when HR refers applicants to when department makes decisions to reject or hire.
Department Role:	Department user creates requisition. Department Director my need to approve.			Department reviews application materials, performs interviews and makes decisions to reject or hire.
HR Role:	HR Deputy Director approves. (Police, Fire, O&M, and Public Transportation are exempted from HR Deputy Director review.)	Employment Specialist assigned to requisition and creates job posting.	Employment Specialist performs initial review of applicants and makes referrals to department. Applicants screened on disclosed criminal convictions, previously barred from employment with MOA, and minimum qualifications.	
			Minimum posting time: Internal postings - 5 days or by CBA. External postings - 7 days.	

Performance Measure # 2

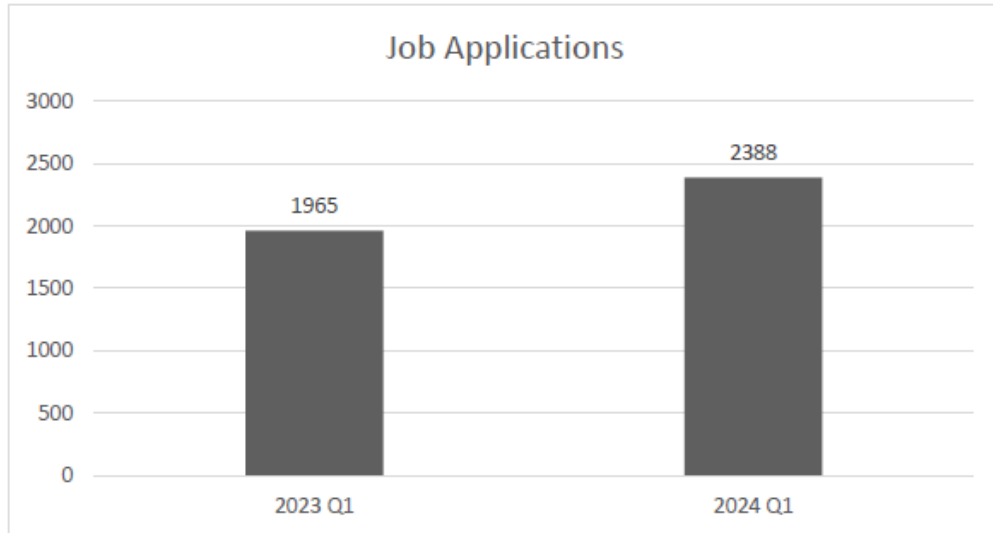
Deployment of Municipal Recruiter: (newly created position - January 2024)

Type

Survey

Measured by:

- Measured by number of applications received for Municipal jobs (2023# compared to new goal)
- Measured by recruitment events attended/hosted. During 2023, the Employment Team participated in nearly 30 recruitment events, including directly planning and hosting two job fairs at the shelters. With the new Recruiter position filled at the start of 2024, the goal is 100 recruitment events and at least 3 events directly planned by the Municipality.
- The recruiter plays key role in driving applications to the Municipality of Anchorage Q1 2023 v Q1 2024



Performance Measure # 3

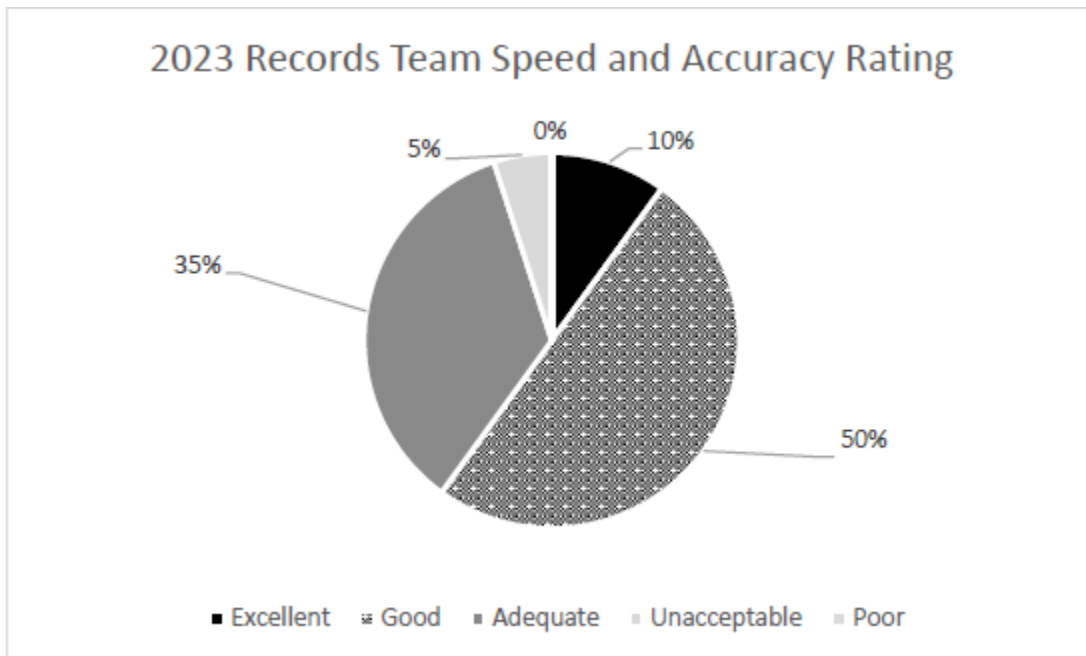
Client Satisfaction

Type

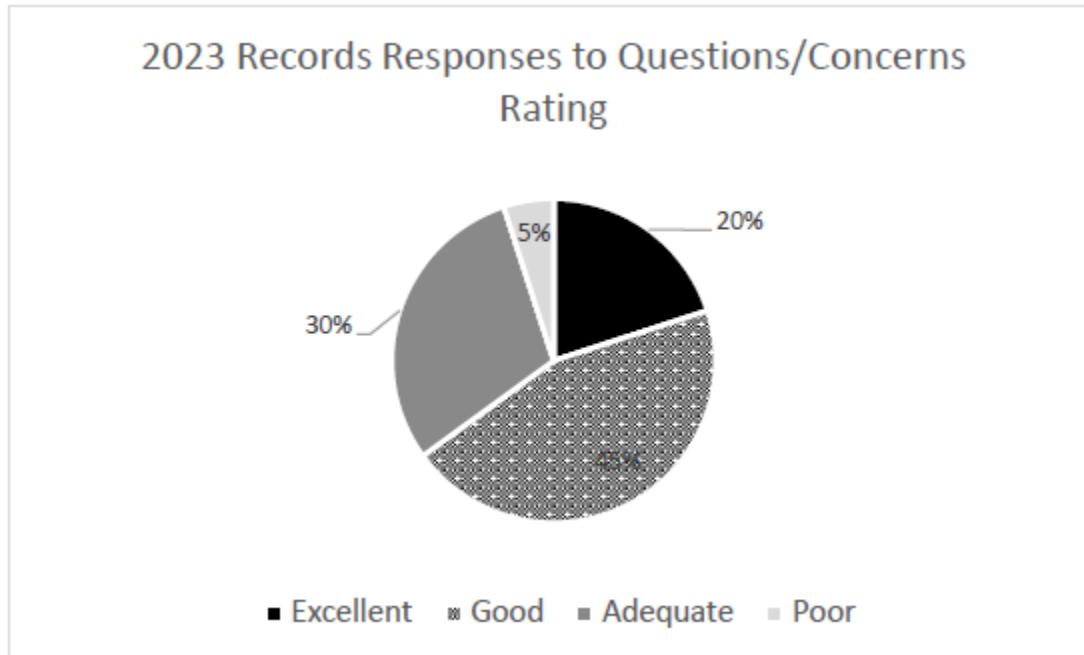
Quantitative Assessment

Measured by:

- The directors' assessment of the speed and accuracy of Records in fulfilling requests (e.g. records requests, verifications of employment, inputting personnel actions etc. is visually represented in this chart.



- This chart reflects how the survey of directors rated how effectively the Records team responds to questions / concerns.



Human Resources Department Labor Relations Division

Anchorage: Performance. Value. Results.

Mission

The Labor Relations team through the study and practice of managing at will, non-represented and represented employees, labor relations will negotiate, interpret, and administer employees' contracts and municipal personnel rules with respect to grievances, wages or salaries, employee welfare, healthcare benefits, pensions, and union practices. Labor relations will provide training and consultation to managerial and supervisory personnel, on contract administration and other labor relations matters to create a safe, effective, and harmonious work environment to serve the needs of the citizens of the Municipality of Anchorage.\

Core Services

The Labor Relations Team is knowledgeable in Labor Relations, Training and Development, and Compliance Management. The Labor Relations Team and the Compliance Team strive to be helpful and clearly communicate directions and timelines. The teams intend to be responsive and to efficiently address issues and concerns in a timely manner.

Accomplishment Goals

- Adapt to the revisions in personnel rules on drug and alcohol compliance.
- Attract more management and leads to attend our courses.

Performance Measure # 1

Training Attendance Rates

Type

Quantitative Assessment

Measured by:

- Signs and Symptoms: Alcohol and controlled substance awareness training.
- Municipal employees and supervisors need to be aware of the dangers of drug and alcohol use in the workplace and ensure we comply with a drug free workplace.
- Supervisory Development / Training and Development enhances leadership qualities, communication skills, and conflict resolution insights. As employees acquire and refine skills, they excel in their roles, resulting in improved performance and increased retention of institutional knowledge. In addition, training sessions promote camaraderie, shared understanding, and mutual respect among colleagues, helping to create a harmonious work environment that has a positive impact on our community.

Document	Attendees
Signs and Symptoms (Mandatory)	108
Supervisor Training Academy (Open Enrollment) *	217
Total	325

Supervisor Training Academy Courses offered: Introduction to Management Services, Coaching, Counseling, and the Disciplinary Process, Effective Interviews, ADAAA Overview, Developing Customer Service Excellence, Leading Organizational Change, Civility, Communication, & Avoiding Conflict in the Workplace, An Adaptive Work model, A Leads

Performance Measure # 2

Supervisor Training Participant Satisfaction

Type

Evaluation

Measured by:

- Supervisors who participated in training on the usefulness of the training material and its impact on enhancing positions gave it a rating of 4.7 out of 5.



- Survey results revealed that 100 percent of the attendees polled would highly recommend the training sessions to others. See the comments below:

Supervisor Evaluation Comments
"Got more out of this than anticipated. It was a fun, collaborative environment with likeminded peeps!"
"Great examples of good leadership"
"This is very good training and helps break down barriers between departments. Hope to enjoy and learn from more of these!
"I wish more leaders would sign up for this course! I will do what I can to communicate the importance of living this theory to any manager I encounter."
"A lot of examples and models to work from. "

Performance Measure # 3

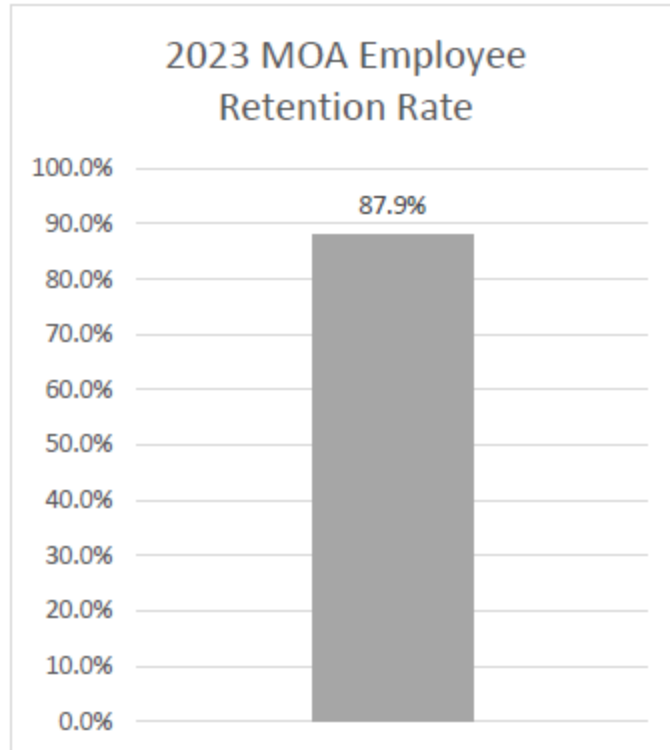
Employee Relation

Type

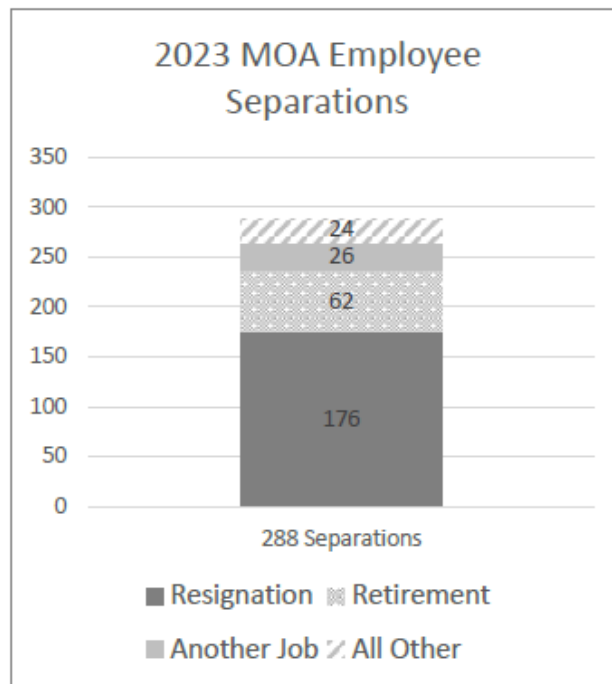
Quantitative Assessment

Measured by:

- The chart on the following page illustrates the percentage of Regular employees who were employed in January and were still employed in December.



- The chart below illustrates regular employees who were employed in January and were not employed in December.



Performance Measure # 2

Client Satisfaction

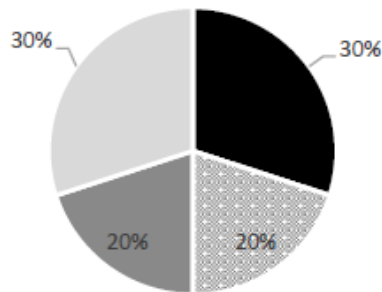
Type

Survey

Measured by:

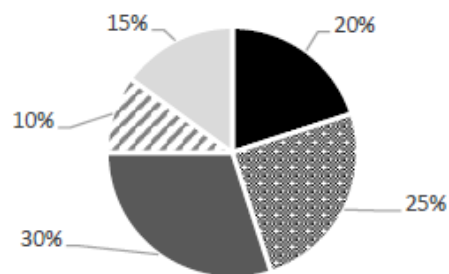
- Our directors participated in a survey to assess the effectiveness of Management Services Training and Development as well as the courses offered.
- The chart displays the survey responses from directors regarding the clarity of communication from the Labor Relations and Compliance Teams. Specifically, it focuses on how well these teams convey guidance, recommendations, and efficient timelines.

2023 Management Services Training and Development Program Effectiveness



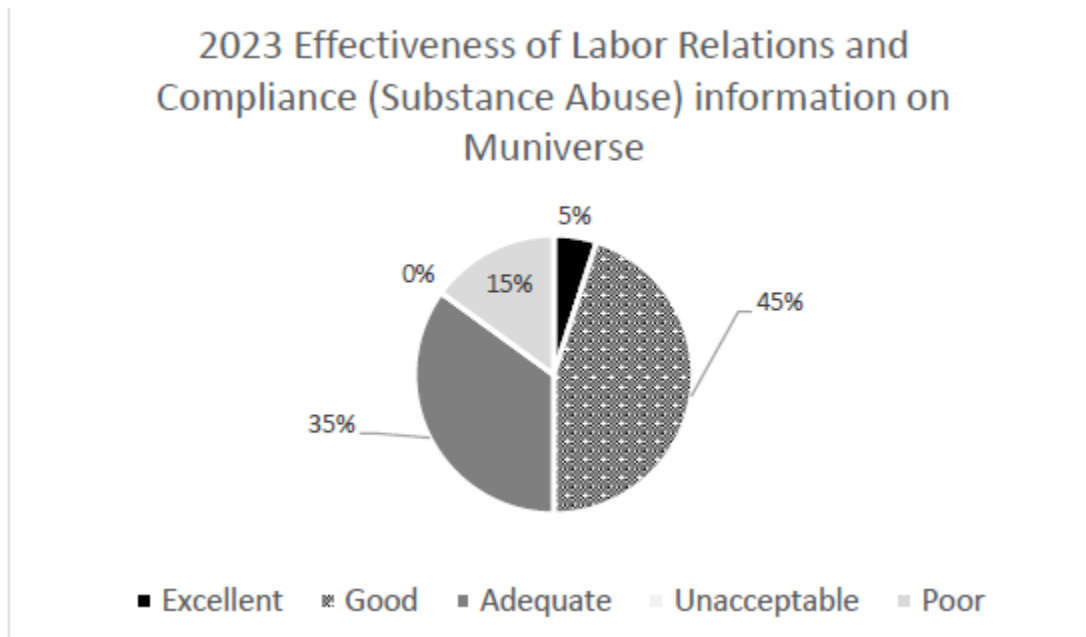
■ Excellent ■ Good ■ Adequate ■ Unacceptable

2023 Labor Relations and Compliance Teams Guidance, Recommendations, and Efficient Timelines.



■ Excellent ■ Good ■ Adequate ■ Unacceptable ■ Poor

- This chart reflects how the survey of directors rated the effectiveness of the Labor Relations and Compliance (Substance Abuse) information on Muniverse.



Human Resources Department Benefits Division

Anchorage: Performance. Value. Results.

Mission

The Benefits Division exists to provide the best available insurance programs for Municipal employees and dependents covered under the Municipal plans. The division ensures all appropriate benefits are offered and applied throughout the employee life cycle with the Municipality which supports the work done by the Benefits Division supports the physical, emotional, and mental health of the Municipal workforce and their families.

Core Services

- Educates and helps new employees select the best possible health plan for themselves and their family, if applicable.
- Provides resources to employees about their retirement options.
- Manages the financial strength of the Municipal health plans, ensuring enough reserves to provide rate stability and plan durability.
- Annually runs an open enrollment campaign to get members signed up for the best possible health plan for themselves and their family, if applicable.
- Responsible for compliance with federal, state, and local laws and regulations for the management of the employee health plans.

- Responsible for annual ACA compliance, reporting, and Patient Centered Outcomes Research Institute (PCORI) payments.
- Provides counseling and guidance to employees regarding qualified FMLA/AFLA events and assists with timely reporting of such cases to the MOA's Leave vendor.
- Responsible for safeguarding the financial health of the 603 Fund; and for ensuring all benefits offered through the Municipality's Section 125 Flexible Benefits Plan are compliant with federal and state requirements that apply to self-insured plans.

Accomplishment Goals

- Enhance/expand benefits programs through contract options with Vera Whole Health to incorporate incentive programs.
- Develop an expanded Benefits communication plan.
- Streamline Worker's Compensation, FMLA/AFLA and Long-Term Disability (LTD) claims processes with Risk Management.

Performance Measure # 1

Tasks Accomplished

Type

Quantitative Assessment

Measured by:

- Provide up to 12 city hall workshops highlighting coaching and behavioral health options through Vera Whole Health. Coordinate and present 4-6 Vera workshops at non-City Hall worksites.
- Develop and provide 4 newsletters a year concerning employee benefits and 2-4 ad-hoc newsletters.
- Create a letter and email to notify eligible employees of LTD and the process for filing an LTD claim, develop communications strategy for impacted employees.

Performance Measure # 2

Client Satisfaction

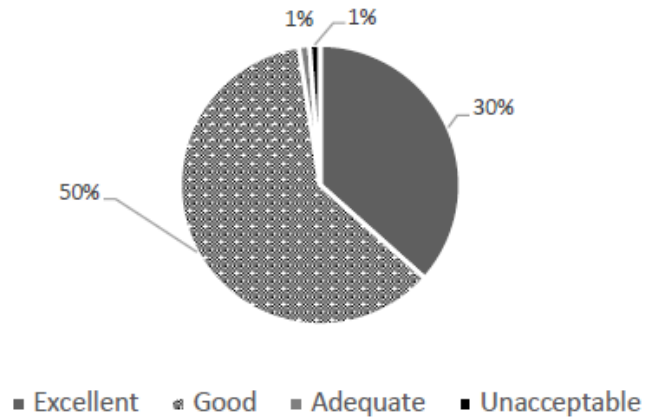
Type

Survey

Measured by:

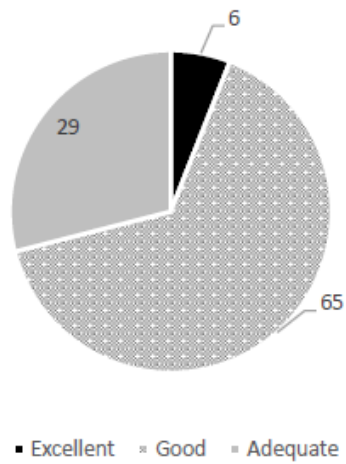
- Our director participated in a survey to assess the effectiveness of the Benefits Team responses to questions / concerns:

2023 Benefits Team Response to questions/
Concerns Rating.



- This chart reflects how the survey of directors rated Benefits Information on Muniverse:

2023 Benefits Information on Muniverse



Human Resources Department Central Payroll Division

Anchorage: Performance. Value. Results.

Mission

The Central Payroll Department is committed to processing and paying Municipal employees on time and accurately. We provide leadership in respect to our professionalism and knowledge of payroll practices to make sure the Municipality of Anchorage is always in compliance with payroll and tax regulations.

Core Services

- Ensure employee time and attendance is collected, processed, and paid out accurately.
- Ensure accurate and timely data entry into employee records.
- Assist employees with filling out required federal and Municipal payroll forms.
- Develop and provide Municipality-wide training to employees and departments on payroll related processes and best practice.

Accomplishment Goals

- Be fully staffed by the end of first quarter 2024.
- Reclassify and redeploy payroll resources to achieve new time keeping objectives.
- Revise training model to develop a more complete municipality wide training to employees and departments.

Performance Measure # 1

Tasks Accomplished

Type

Quantitative and Qualitative Assessments

- Have a full payroll team by the end of Q1 in 2024.
- Related to the above, in addition to having the staff hired or have their positions reclassified for optimal performance.
- By end of 2024, roll out a Municipality wide training program for employees and departments on timekeeping functions.

Performance Measure # 2

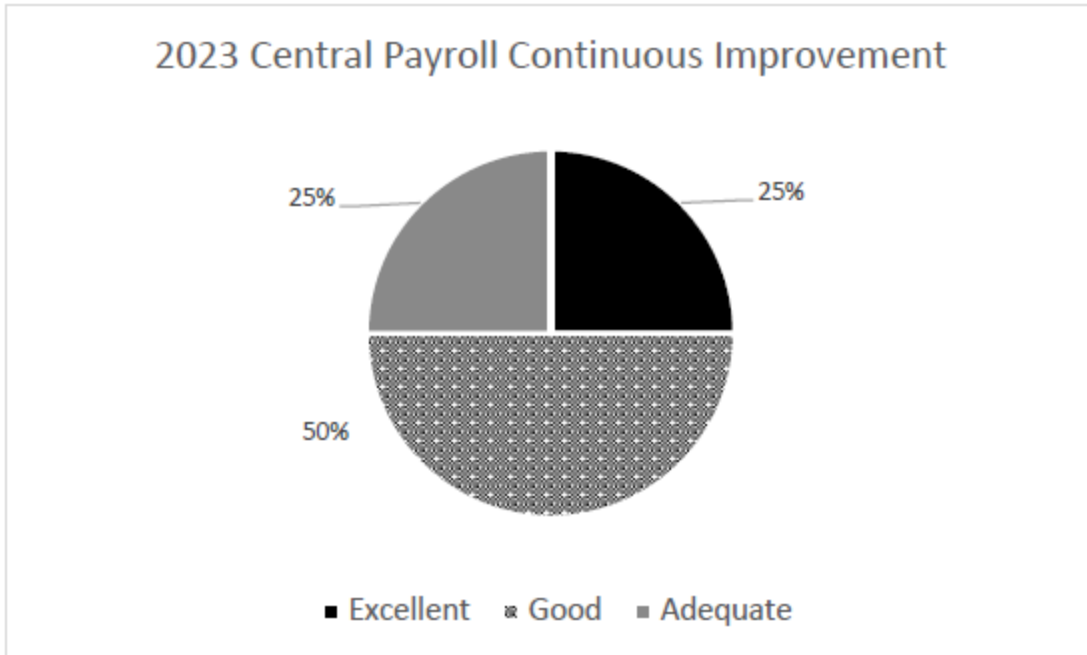
Client Satisfaction

Type

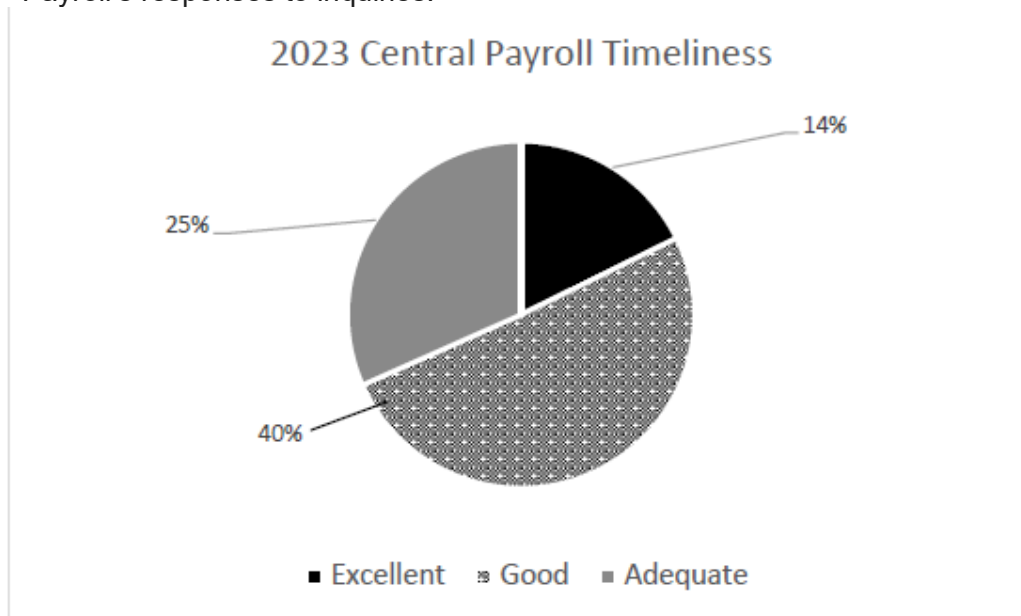
Survey

Measured by

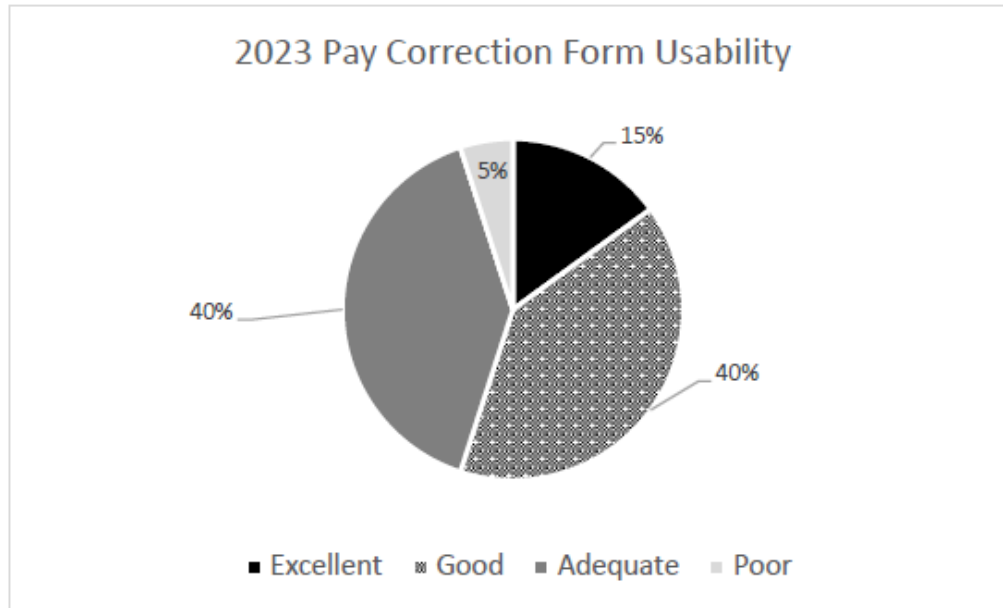
- Directors participated in a survey to assess how they view the continuous improvements made by Central Payroll:



- This chart reflects how the survey of directors rated the timeliness of Central Payroll's responses to inquiries:



- This chart reflects how the survey of directors rated the new online Pay Correction Form:



- This chart reflects how the survey of directors rated the effectiveness of Central Payroll Information on Muniverse.

