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## **Employee Relations Department**

*Anchorage: Performance. Value. Results*

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### **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:

**Measure #1: Number of material actions requiring correction as a result of audits or arbitrations.**

### **2015 Audits**

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

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## **Employment Division**

### **Employee Relations Department**

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#### **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.

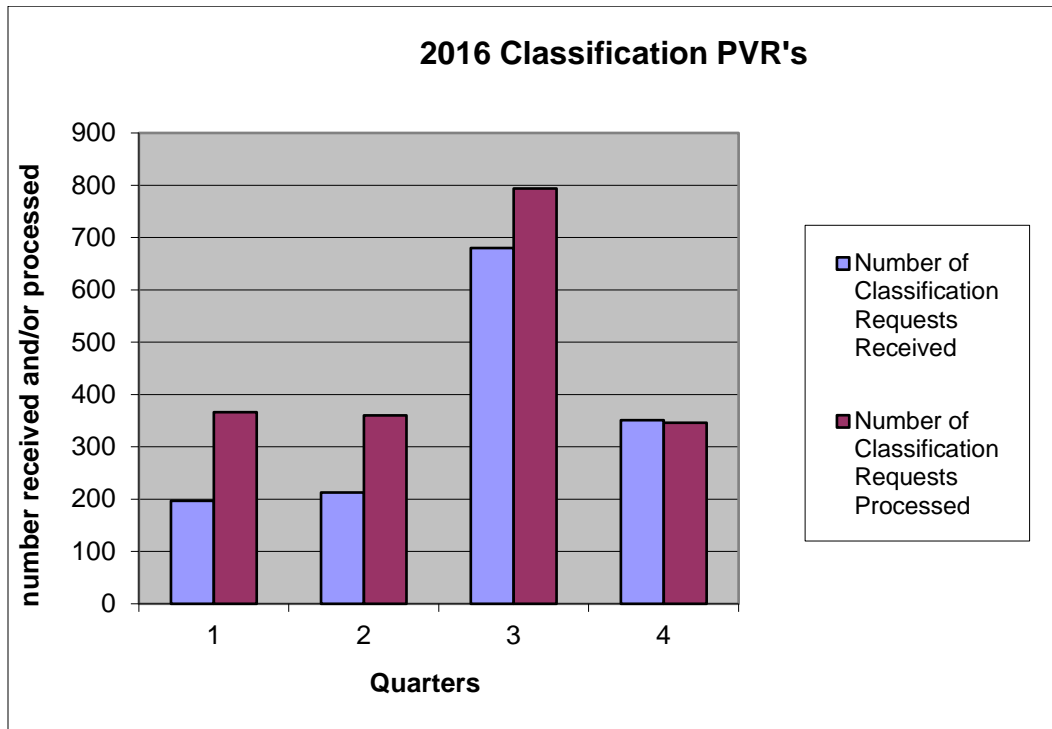
#### **Accomplishment Goals**

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

#### **Performance Measures**

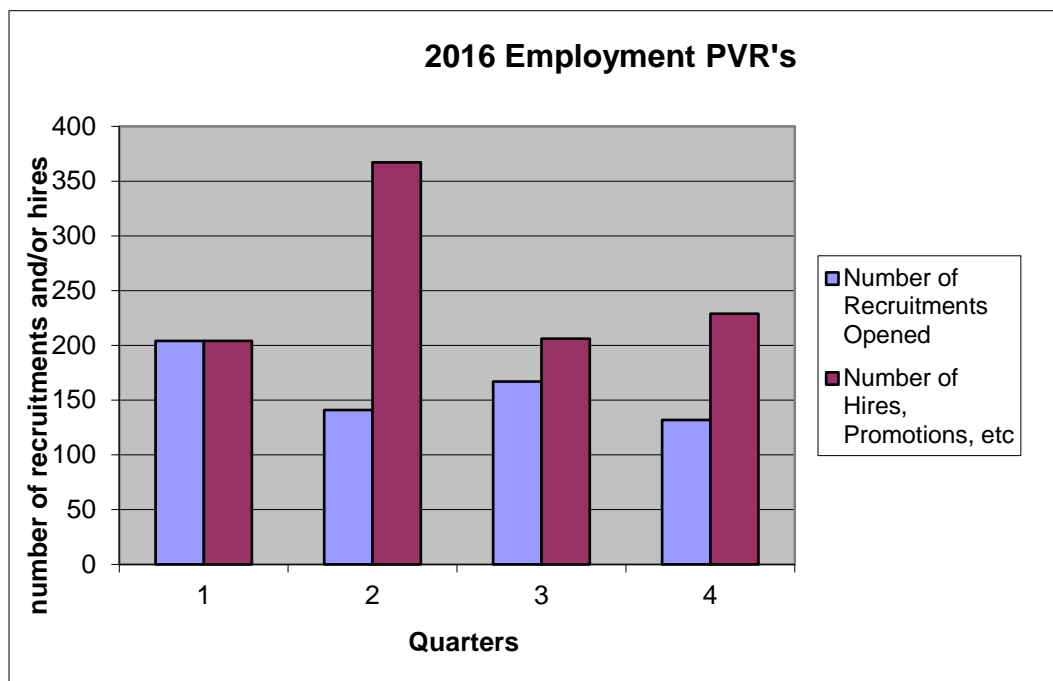
Progress in achieving goals shall be measured by:

**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.



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## Benefits Division Employee Relations Department

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### 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

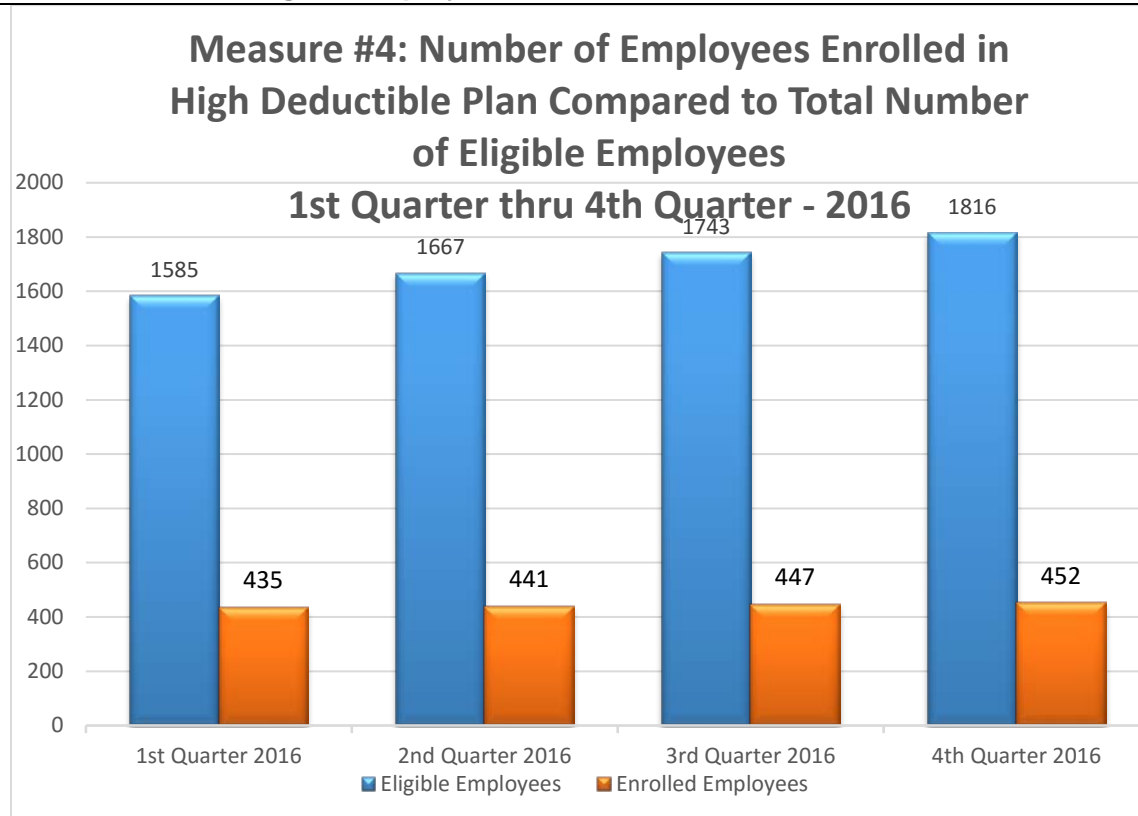
### Accomplishment Goals

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

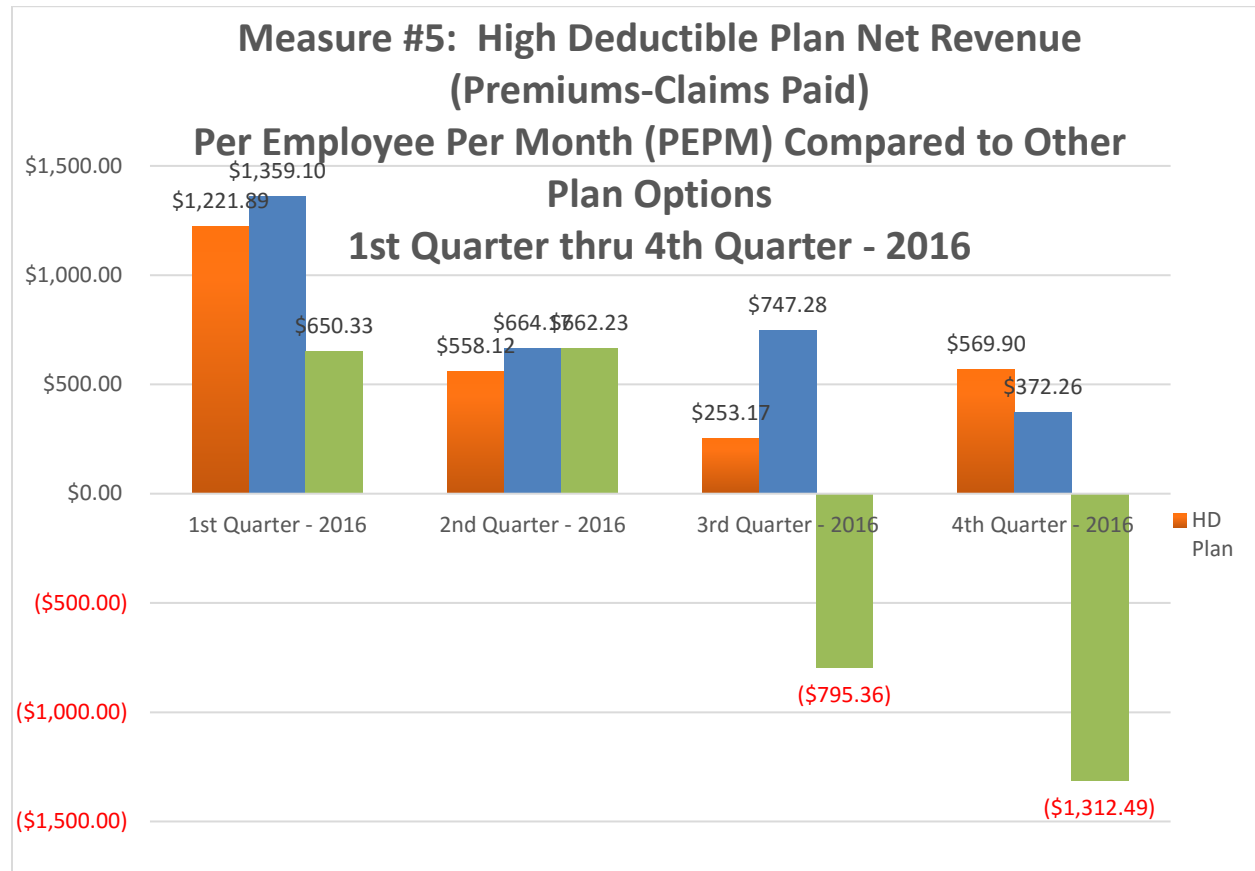
### Performance Measures

Progress in achieving goals shall be measured by:

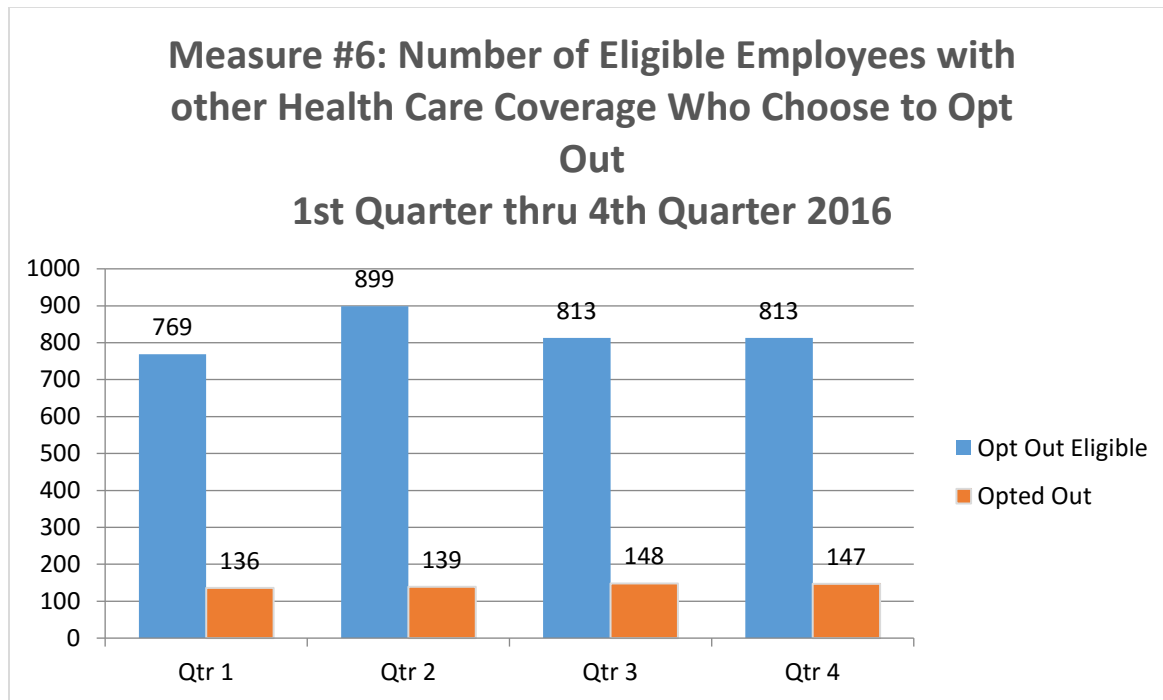
**Measure #4: Number of Employees Enrolled in High Deductible Plan Compared to Total Number of Eligible Employees.**



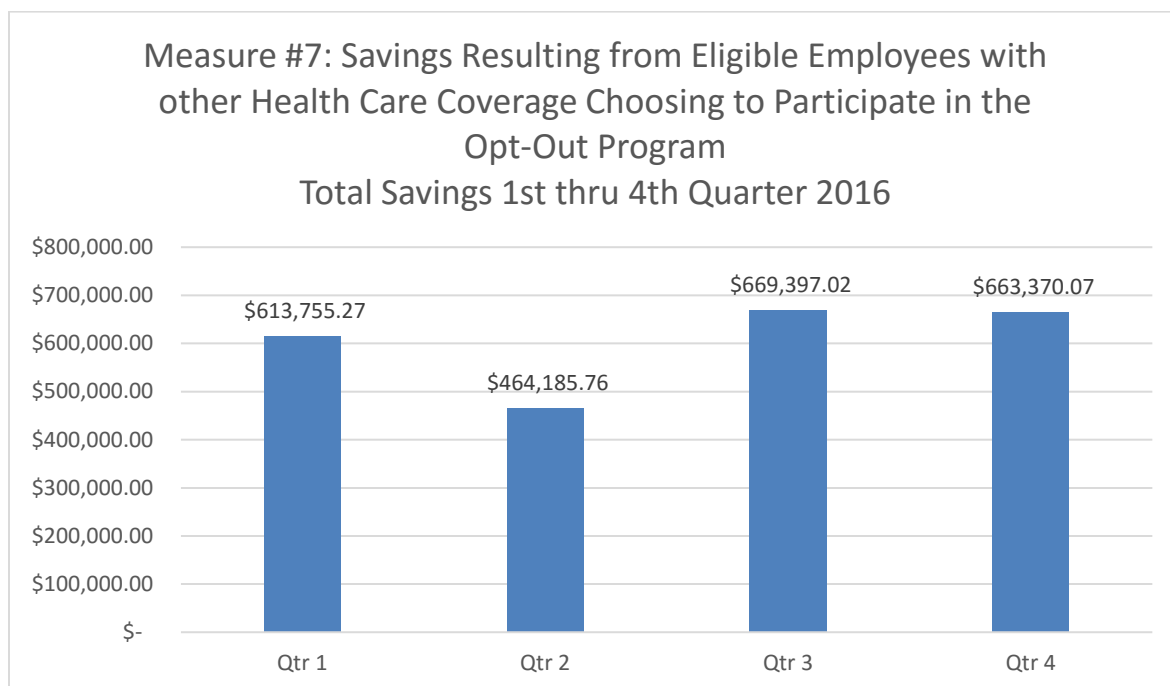
**Measure #5: High Deductible Plan Net Revenue (Premiums–Claims Paid) Per Employee Per Month (PEPM) Compared to Other Plan Options.**



**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.**



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## **Labor Relations Division Employee Relations Department**

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### **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%.
- 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.

Currently there are three Collective Bargaining Agreements that are being negotiated. At this time the collective bargaining agreements have not ratified or approved by Assembly.

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: 21 (Q4 7 NEW)

Resolved grievances within 60 days: 57.15% in 2016 Q4

Types of grievances:

	<u>2016 TOTAL</u>		<u>Q4 ONLY</u>	
• Pay	10	47.62%	3	42.86%
• Contract				
• Discipline	6	28.57%	1	14.29%
• Other	3	14.29%		
• Operations	2	9.52%		

This measure was not achieved.



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**Performance Measure Methodology Sheet**  
**Employee Relations Department**

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**Measure #1: Number of material actions requiring correction as a result of audits or arbitrations.**

**Type**

Effectiveness

**Accomplishment Goal Supported**

Attract and retain a productive, qualified workforce while adhering to all federal, state, and local regulation and agreements.

**Definition**

Measure success in complying with terms and requirements of employment related regulations and contracts.

**Data Collection Method**

Internal and external audits, arbitration outcomes, settlements and lawsuits

**Frequency**

Produce an annual report that consolidates summary findings of audits, arbitrations and settlement outcomes.

**Measured By**

Director with inputs from each division and consolidated by Executive Assistant into an annual report.

**Reporting**

Information will be reported as part of an annual overview of Employment Related measures.

**Used By**

Employee Relations, HR Advisory Board, Mayor, Assembly

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## Employment Division Employee Relations Department

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<b>Measure #2: The number of classification requests received in relation to how many classification requests have been completed.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Improve the administration, consistency, and accuracy of the position classification system.

**Definition**

Measures the volume of classifications requests relative to the completion of the classifications.

**Data Collection Method**

Classification staff will:

- 1) Log all classification actions in an excel spreadsheet and count the number of requests
- 2) Completed classifications will be entered into the ERP system and a query will be run to count the number of completed actions

**Frequency**

Queries will be run quarterly and data will be counted quarterly.

**Measured By**

Classification

**Reporting**

The Division Director will receive the data and queries from the Classification staff and will review and transfer the data into a chart.

**Used By**

The Employee Relations Director, Municipal Manager, and OMB

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### Performance Measure Methodology Sheet

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## Employment Division Employee Relations Department

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<b>Measure #3: The number of recruitment efforts in relation to actual hires/promotions.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Improve the pool of qualified candidates available to fill Municipal positions.

**Definition**

Measures the number of position vacancy announcements relative to the number of actual hires/promotions.

**Data Collection Method**

Employment staff will announce position vacancies via the NEOGOV system and complete all hiring/promotion documentation for enter into the ERP system.

**Frequency**

Queries will be run quarterly and data will be counted quarterly.

**Measured By**

Employment staff will:

- 1) Run a query from the NEOGOV system on the number of recruitment efforts.
- 2) Run a query from the ERP system to identify the number of hires/promotions.

**Reporting**

The Division Director will receive the data and queries from the Employment staff and will review and transfer the data into a chart.

**Used By**

The Employee Relations Director, Municipal Manager, and Mayor.

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### Performance Measure Methodology Sheet

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## Benefits Division Employee Relations Department

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<b>Measure #4: Number of eligible employees selecting the High Deductible health plan option.</b>
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**Type**

Financial

**Accomplishment Goal Supported**

Migrate employees to lower cost benefit options.

**Definition**

Measures the number of employees selecting the High Deductible Municipal Health Plan that results in greater savings in health care claims and supports the financial health of the Municipal self-insured plan; empowers employees to have greater control over their medical expenditures.

**Data Collection Method**

Benefits Staff will:

1. Pull the number of employees selecting the High Deductible health plan option and compare to number of eligible employees.
2. Data will exclude Retirees.

**Frequency**

Queries/Reports will be run or received at the end of each month and annually.

**Measured By**

Benefits staff will receive the necessary reports from the TPA, and will run the appropriate queries or reports in PeopleSoft.

**Reporting**

The Division Director will receive:

1. Benefits staff will track participants and utilize quarterly claims analysis reports.
2. Data from the reports regarding participants and utilization will be transferred to a chart.

**Used By**

The Division, Department Directors and Executive Health Committee.

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**Performance Measure Methodology Sheet**  
**Benefits Division**  
**Employee Relations Department**

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<b>Measure #5: High Deductible plan savings (premiums – claims paid), PEPM compared to other plan options.</b>
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**Type**

Financial

**Accomplishment Goal Supported**

Savings resulting from employees choosing lower cost benefit options.

**Definition**

Measures the amount of savings PEPM of HD plans compared to other plans.

**Data Collection Method**

Benefits Staff will:

1. Benefits staff will track participants and utilize quarterly claims analysis reports.
2. Using the claims analysis provided by the TPA and consultant, measure the relative savings PEPM in health care claims for these employees in comparison to those using other plan options.
3. Data will exclude dental, insurance administration fees and Retirees.

**Frequency**

Queries/Reports will be run or received at the end of each month and annually.

**Measured By**

Benefits staff will receive the necessary reports from the TPA, and will run the appropriate queries or reports in PeopleSoft.

**Reporting**

The Division Director will receive:

1. The Municipality's provider will track and report claims activity.
2. The data from the Municipality's provider will be transferred to a word document and excel chart.

**Used By**

Benefits Staff, Executive Health Committee, Finance

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**Performance Measure Methodology Sheet**  
**Benefits Division**  
**Employee Relations Department**

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<b>Measure #6: Number of eligible employees with other health care coverage who choose to participate in the Opt-Out Program.</b>
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**Type**

Financial

**Accomplishment Goal Supported**

Develop meaningful and cost-effective employee benefit options.

**Definition**

Measures the number of employees selecting the Opt Out option that results in greater savings in health care costs and supports the financial health of the Municipal self-insured plan.

**Data Collection Method**

Benefits Staff will:

1. Pull the number of employees covered under more than one health insurance plan and will keep quarterly totals thereafter of eligible employees and participants.
2. Data will exclude Retirees.

**Frequency**

Queries/Reports will be run or received at the end of each month and annually.

**Measured By**

Benefits staff will receive the necessary reports from the TPA, and will run the appropriate queries or reports in PeopleSoft.

**Reporting**

The Division Director will receive:

1. The reports from Benefits staff regarding the number of Opt-out plan participants.
2. The reports from Benefits staff regarding the group of employees/dependent participating in the Opt-Out Program transferred into a chart.

**Used By**

The Division, Department Directors and Executive Health Committee.

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**Performance Measure Methodology Sheet**

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## Benefits Division Employee Relations Department

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<b>Measure #7: Savings resulting from eligible employees with other health care coverage choosing to participate in the Opt-Out Program.</b>
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**Type**

Financial

**Accomplishment Goal Supported**

Develop meaningful and cost-effective employee benefit options.

**Definition**

Measures the monthly amount of savings (MBC - Opt Out incentive).

**Data Collection Method**

Benefits Staff will:

1. Pull the number of employees selecting the Opt Out Program.
2. Track the amount of incentive paid to Opt Out participants PEPM
3. Track MBC PEPM
4. Data will exclude Retirees.

**Frequency**

Queries/Reports will be run at the end of each month and annually.

**Measured By**

Benefits staff will run the appropriate queries or reports in PeopleSoft.

**Reporting**

The Division Director will receive:

1. The reports from Benefits staff regarding the number Opt-out plan participants, amount of the Municipal Health Plan contributions that do not have to be paid for those individuals, incentive payments total, and calculated MOA savings and will save and or transfer the data to a word or excel chart.

**Used By**

Benefits Staff, Executive Health Committee, Finance

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### Performance Measure Methodology Sheet

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## Labor Relations Division Employee Relations Department

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<b>Measure #8: Average overall cost of economic terms of each collective bargaining agreement.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Negotiate fiscally responsible collective bargaining agreements with economic terms that do not exceed average 5 year CPI plus 1%.

**Definition**

Measures the effectiveness of the bargaining economic terms in labor agreements.

**Data Collection Method**

Increased costs will be determined through the Summary of Economic Effects of the Collective Bargaining Agreement as prepared by Internal Audit.

**Frequency**

The measurement will be performed following Assembly approval of each collective bargaining agreement and/or re-opener.

**Measured By**

Internal Audit will project estimated costs of the collective bargaining agreement and/or re-opener based on negotiated terms as applied to employee data.

**Reporting**

The Internal Audit staff will provide the Summary of Estimated Costs at the time of consideration by the Assembly. The Labor Analyst will report this data quarterly.

**Used By**

The Employee Relations Director, Mayor, Assembly, OMB, Finance.



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## Labor Relations Division Employee Relations Department

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**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.**

**Type**

Effectiveness

**Accomplishment Goal Supported**

Administer collective bargaining agreements to maximize management goals.

**Definition**

The data will be maintained in an Excel spreadsheet.

**Data Collection Method**

Data will be tracked through the Labor Relations grievance log.

**Frequency**

The measurement will be updated and maintained each quarter.

**Measured By**

The Employee Relations Labor Analyst will provide reports based upon Excel tracked outcomes.

**Reporting**

The division director will create and maintain a quarterly report from the data received from the labor grievance log.

**Used By**

The division manager and department director will use the information to track success in resolving grievances on a timely basis. It will result in a better understanding of the cause of grievances and the decisions and outcomes of administering collective bargaining agreements. The report will be presented to the Municipal Manager and department directors as appropriate.