



---

# Personnel Services Department

## Strategic Business Plan

Effective Date: July 1, 2018

### **Oklahoma City Vision**

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified and welcoming community.

### **Oklahoma City Mission**

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

### **Department Mission**

The mission of the Personnel Services Department is to provide employment, health and welfare, and employee relations and development services to the City and its employees so they can have the resources needed to successfully deliver services and accomplish their professional goals.

# Table of Contents

<b>Issues, Strategies, and Results</b> .....	<b>3</b>
<b>Issue 1: Skilled, Diverse Workforce</b> .....	<b>3</b>
<b>Issue 2: Health and Welfare Benefits Cost</b> .....	<b>4</b>
<b>Issue 3: Occupational Health Issue</b> .....	<b>5</b>
<b>Accomplishments</b> .....	<b>6</b>
<b>Lines of Business and Programs</b> .....	<b>9</b>
<b>Department Organization</b> .....	<b>9</b>
<b>Administrative Line of Business</b> .....	<b>10</b>
Executive Leadership Program .....	11
<b>Benefits Line of Business</b> .....	<b>12</b>
Employee Medical Center Program .....	13
Health and Welfare Benefits Program .....	14
Retirement Savings Program .....	15
<b>Labor and Employee Relations Line of Business</b> .....	<b>16</b>
Labor Relations Program .....	17
Policy Compliance Program .....	18
<b>Occupational Health Line of Business</b> .....	<b>19</b>
Occupational Health Program .....	20
<b>Operations Line of Business</b> .....	<b>21</b>
Classification and Compensation Program .....	22
Employment Program .....	23
Human Resources Information Systems Program .....	25
Organizational Training and Development Program .....	26

## Issues, Strategies, and Results

### Issue 1: Skilled, Diverse Workforce

The increasing challenge to recruit, develop and retain a skilled and diverse workforce, coupled with changing job complexity and evolving job requirements, if not addressed, will result in:

- A reduction in the quality and speed of City services
- Increased exposure to litigation
- Loss of critical operational knowledge
- Increased turnover
- Increased time and cost for on-the-job training
- Decreased resident confidence
- Decreased government efficiency

#### Strategies

- Develop and implement a comprehensive recruitment strategy to reach diverse audiences, such as: participate in career fairs; establish relationships with universities, community-based organizations, and career technology centers; and identify existing opportunities that can be leveraged for the purpose of promoting City career opportunities.
- Conduct a comprehensive classification and compensation study.
- Plan and conduct a systematic review of classification descriptions to ensure they accurately describe the duties, responsibilities, job requirements, physical requirements, and working conditions of the positions.
- Plan and conduct a systematic review of written tests, job simulation tests, and assessments to ensure candidates' skill sets match job requirements.
- Plan and conduct a systematic review of performance evaluations to ensure alignment with classification descriptions.
- Recommend departments provide new employees with copies of their job descriptions and performance evaluation forms upon first reporting to the job site and discuss the responsibilities and performance expectations, to better ensure success and retention.
- Continue to meet with Department Directors to disseminate departmental workforce demographics and discuss strategies to address any issues.
- Assess departmental training needs in the areas of recruitment, employment, classification, compensation, and performance evaluation, and develop and offer training (i.e., classroom training, Lunch and Learn training sessions, online informational PowerPoint presentations, etc.) based on identified needs.
- Enhance career development services provided to employees (i.e., career counseling, resume creation, interview preparation, etc.).

### **Strategic Results**

By 2025, City departments will benefit from a skilled and diverse workforce, as evidenced by:

- City staff will reflect the ethnic diversity of the community in at least 71% of the seven ethnic categories for the overall available workforce.
- 60% of City job categories will reflect the gender/ethnic diversity of the available workforce within the community, based on current census data
- At least 80% of new full-time City employees will continue City employment for at least 12 months beyond date of hire.
- 100% of job descriptions including responsibilities, duties, requirements, and working conditions necessary to perform essential job functions will be analyzed and current within three years of prior approval date.
- 100% of written tests, job simulation tests, and assessments will be analyzed and validated within three years of prior approval date.

### **Issue 2: Health and Welfare Benefits Cost**

The increasing costs of providing comprehensive health and welfare benefits, if not addressed, will result in:

- Reduced funding for other city services
- Reduced employee and retiree benefits
- Exorbitant Premiums

### **Strategies**

- Maintain an on-site employee and retiree health and wellness center.
- Develop an Employee Wellness Program.
- Encourage plan participants diagnosed with one or more of the top 10 chronic medical conditions to participate in disease management programs.
- Continue to identify and implement cost-saving health plan changes for employees and retirees.
- Continue to provide educational programs and information to address overall health and wellness.

### **Strategic Results**

- Annually through 2025, the percentage change in the medical premium for active employee plan members will remain at or below the City providers' average percentage premium change for Oklahoma clients.
- By 2025, 50% of eligible participants will be utilizing the medical center as reported by the employee medical center provider.

---

### Issue 3: Occupational Health Issue

An increased demand for occupational health services combined with state and federal regulatory requirements and evolving job functions, if not addressed, will result in:

- Delays in conducting post job-offer medical evaluations
- Delays in conducting department-directed and/or regulatory medical exams
- Increased risk to employee health and safety
- Decreased customer satisfaction

#### Strategies

- Work in coordination with OCFD and Labor Relations to enforce the NFPA standards by making the exam mandatory for uniformed employees.
- Periodically contact all City departments to determine if any new medical or regulatory needs have been identified.
- Work with Risk Management to address any medical-related safety issues identified.
- Coordinate with Classification and Compensation program staff to update physical requirements into applicable job descriptions.
- Actively search for a City owned property that has appropriately sized operating space for an Occupational Health Clinic.

#### Strategic Results

By 2022, City departments will benefit from a safer and healthier workforce, as evidenced by:

- 100% of the Fire Department's uniformed workforce will be medically evaluated annually according to the NFPA standards.
- 100% of occupational health and regulatory medical needs identified annually by City Departments will result in scheduled evaluations.
- 100% of City Departments will report that the quality and timeliness of services provided by the Occupational Health Clinic are satisfactory.

## Accomplishments

### Benefits Line of Business

- In FY16, the Benefits Line of Business opened the OKCCare Employee Medical Center operated by CareATC. Since its opening on October 1, 2015, 23% of eligible employees and retirees had at least one visit to the center in the first year.
- During FY16, the Benefits Line of Business offered 10 courses through the Employee Assistance Program and participation increased by 40%.
- In FY17, the Benefits Line of Business added a Medicare Advantage Plan that offered retirees the same or similar level of benefits at a lower cost.
- In FY18, the Benefits Line of Business transitioned pharmacy benefit managers from Express Scripts to Prime Therapeutics, saving the City in excess of \$3 million in the first year.
- In FY18, the Benefits Line of Business negotiated a renewal of its Group Term Life insurance contract with a 50% increase in benefits at no additional cost.
- In FY19, the Benefits Line of Business exceeded 100% utilization, on average, of available medical center hours.

### Labor and Employee Relations Line of Business

- In FY 16, the Personnel Department initiated a process to update the City's Personnel Policies and engaged employees from all City departments to serve on the update committee. The updated policies were approved by City Council in July 2017.
- At the beginning of FY 16, the Personnel Department saw a tremendous surge in complaints filed that required investigation by the Labor Relations Division. Labor Relations, with only two investigators, has worked diligently over the fiscal year to complete approximately 30 investigations and has cleared the backlog of complaints to be investigated list.
- In FY 16, the Labor Relations Program designed a checklist for departments to audit worksite bulletin boards to ensure mandated state and federal postings are on display.
- Since FY 17, the Labor Relations Program has conducted 31 department specific onsite training sessions for several City policies, including discrimination and sexual harassment training; performance evaluation training; FMLA training; and Violence and Fighting in the Workplace training.

### Operations Line of Business

- In FY16, the Human Resources Information Systems (HRIS) Program developed and implemented an automated process within SharePoint to purge imaged records in accordance with the City's disposition schedule.
- During FY16, the Employment Program collaborated with the Police Department to develop and facilitate Captains and Lieutenants Assessment Centers and developed a survey instrument for assessors to evaluate the overall processes.

- During FY16, Personnel Operations Line of Business, Labor and Employee Relations Line of Business and the Municipal Counselor’s Office developed procedures for ensuring Citywide compliance with federal Department of Transportation regulations and state driver license requirements.
- During FY16 and FY17, Personnel Operations partnered with Public Information and Marketing to create an enhanced recruitment campaign, which includes the addition of a social media presence
- During FY16, Employment Program staff partnered with the Occupational Health Line of Business and the Parks and Recreation Department to offer “one-stop” career fairs for part-time and seasonal positions with interviewing, health screening, and drug testing offered on site. Additionally, the Employment Program partnered with the Civic Center to fast-track hiring of approximately 60 part-time employees to work the NCAA Women’s College World Series.
- During FY17, the Human Resources Information Systems Program partnered with Payroll staff to successfully implement an upgrade to the Kronos timekeeping system.
- During FY17, the Department of Labor announced significant Fair Labor Standards Act rule changes that were to become effective December 1, 2016. The Classification and Compensation Program reviewed approximately 71 positions in 15 classifications and submitted recommendations to ensure compliance with the FLSA.
- During FY17, the Operations Line of Business implemented a standardized process and guidelines for the use of unpaid internships, to ensure Citywide compliance with the Fair Labor Standards Act.
- During FY 18, the Operations Line of Business implemented electronic systems with approval workflows for requests for salary exceptions and overage requests; implemented an electronic Request to Recruit system with department entry of requests to fill positions, weekly status reporting for transparency, and incorporation of performance measurements.
- During FY 18, the Human Resources Information Systems Program worked collaboratively with departments to recover and/or obtain new federally required Employment Eligibility Verification Forms (I-9s) for approximately 1,921 employees, due to the damage/destruction of documents, following the flooding of the Personnel offices in February 2014.
- During FY 18, the Operations Line of Business implemented initiatives resulting from the City’s 2018 Internal Customer Service Survey, developed and implemented an ongoing survey for assessing internal customer satisfaction, identified areas needing improvement, and held biannual customer service meetings with departments.
- During FY 18, the Operations Line of Business initiated and delivered quarterly Lunch and Learn training sessions on a variety of employment related topics.
- During FY 18, the Operations Line of Business staff participated in 13 career fairs and provided presentations for multiple Veterans Job Clubs.
- During FY 18, the Operations Line of Business compiled and submitted the City’s Equal Employment Opportunity Plan.

- During FY 18, the Classification and Compensation Program implemented use of an online survey tool to conduct ad hoc salary surveys.
- During FY 18, the Employment Program collaborated with the Police Department to develop and facilitate Lieutenant, Captain, and Major Assessment Centers.
- During FY 19, the Operations Line of Business developed and launched an Employee Exit Survey.

#### **Occupational Health Line of Business**

- Since FY16, the Occupational Health Line of Business and the Fire Department have implemented processes to track employees needing exams pursuant to the NFPA regulations.
- Since FY16, the Occupational Health Line of Business and the Operations Line of Business implemented an automated process for scheduling post offer exams and drug screens to expedite the hiring process.
- In FY 17, the Occupational Health Line of Business developed and implemented a Return to Work program in coordination with the Fire Department.
- In FY 17, the Occupational Health Line of Business developed and implemented a new Respiratory Protection program for Solid Waste.
- In FY 17, the Occupational Health Line of Business developed and implemented a Cancer Prevention Strategy program in coordination with the Fire Department.
- In FY 17, the Occupational Health Line of Business helped to update and implement the Pregnancy Safety Policy in coordination with the Fire Department.
- In FY 18, the Occupational Health Line of Business implemented a Tuberculosis testing program with the Police Department.



## Lines of Business and Programs

### Department Organization

#### **Administrative Line of Business**

- Executive Leadership Program

#### **Benefits Line of Business**

- Employee Medical Center Program
- Health and Welfare Benefits
- Retirement Savings

#### **Labor and Employee Relations Line of Business**

- Labor Relations
- Policy Compliance

#### **Occupational Health Line of Business**

- Occupational Health

#### **Operations Line of Business**

- Classification and Compensation
- Employment
- Human Resources Information Systems

## Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

### Programs and Key Measures

Executive Leadership Program



% of key measures achieved

## Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

---

Program Manager: Dianna Berry

---


Program Budget: \$523,193 (FY19)

---

### Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Citizen Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
  - Ad Hoc Reports
  - City Manager Reports
  - Performance Reports
  - Special Project Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analyses
- Personnel Transactions
- Plans (i.e. Master, Strategic Business Plans Open Record Responses
- Policies & Procedures
- Presentations
- Project & Financial Impact Analyses
- Union Negotiations & Recommendations

### Family of Measures

Results	 % of key measures achieved
	% of performance evaluations completed by the review date
	% of terminations submitted to Personnel Department within 3 days of the termination date
	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year
Outputs	Dollar amount of operating expenditures managed
	# of full-time employees supported

## Benefits Line of Business

The purpose of the Benefits Line of Business is to provide health and welfare-related services and retirement savings plan services to active and retired City employees so they can have health and welfare benefits, and plan for a more secure financial future beyond employment.

### Programs and Key Measures

#### Employee Medical Center Program



% of eligible participants utilizing the medical center as reported by the employee medical center provider.

#### Health and Welfare Benefits Program



% change in the annual medical premium costs for active employee plan members as compared to the City providers' average medical premium change for Oklahoma clients

#### Retirement Savings Program



% of eligible employees participating in the 457 Deferred Compensation Plan



# of savings plan/investment education sessions provided

### ***Employee Medical Center Program***

The purpose of the Employee Medical Center Program is to reduce health plan costs and to provide quality health and wellness services to eligible employees, eligible retirees, and their eligible dependents so they can experience overall improved health.

---

Program Manager: Dianna Berry and Christian York

---


Program Budget: *Costs are in Oklahoma City Municipal Facilities Authority budget*

---

Program Services:

- Chronic Condition Management Services
  - Employee Health Education Services
  - Limited Laboratory Services
  - Marketing and Outreach Communication Services
  - Medical Center Utilization and Satisfaction Reports
  - Personal Health Assessments
  - Pharmacy Services
  - Preventative Care Services
  - Primary Healthcare Services
  - Wellness Services
- 

#### Family of Measures

Results	 <b>% of eligible participants utilizing the medical center as reported by the employee medical center provider.</b>
Outputs	# of eligible participants utilizing the medical center
Demands	# of eligible participants
Efficiencies	\$ program expenditure per eligible participant utilizing the medical center

## Health and Welfare Benefits Program

The purpose of the Health and Welfare Benefits program is to provide insurance- and benefit-related services to employees and retirees so they can have access to comprehensive health and welfare services.

---

Program Manager: Christian York

---


Program Budget: \$446,256 (FY19)

---

### Program Services:

- Account Reconciliation Reports
  - Benefit Consultations
  - Benefit Eligibility Reports
  - Benefit Statements
  - Claims Payments
  - Dental Benefits
  - Disability Benefits
  - Employee Assistance Program Benefits
  - Federal and State Regulatory Compliance Services
  - Health Insurance Benefits
  - Health & Welfare Resource Guides
  - Joint Insurance Committee Reports
  - Legal Notices
  - Life Insurance Benefits
  - Medical/Dependent Care Flexible Spending Accounts
  - New Employee Orientation Sessions
  - Open Enrollment Services
  - Other Post-Employment Benefits
  - Parking Benefits
  - State Police/Fire and OCERS Insurance Change Reports
  - Vision Benefits
  - Wellness Services
- 

### Family of Measures

Results	 % change in the annual medical premium costs for active employee plan members as compared to the City providers' average medical premium change for Oklahoma clients
Outputs	# of City and Trust participants enrolled in a medical insurance plan
	# of consultations provided
Demands	# of City and Trust participants eligible for medical insurance
Efficiencies	\$ program expenditure per plan member

## Retirement Savings Program

The purpose of the Retirement Savings Program is to provide retirement planning and investment education services to active and retired City employees so they can plan for their financial future beyond employment.



Program Manager: Dianna Berry, Rena Hutton and Christian York

Program Budget: \$7,787 (FY19)

### Program Services:

- 401A Money Purchase Plans
- 457 Tax Deferred Savings Plans
- Account Disbursements
- Account Reconciliation Reports
- Contribution Verifications
- Employee Account Statements
- Investment Change Notifications
- Investment Compliance Recommendations
- Legal Notices
- Money Purchase Benefit Records
- Plan Summary Documents
- Savings Plans & Investment Education Sessions

### Family of Measures

Results	 % of eligible employees participating in the 457 Deferred Compensation Plan
Outputs	 # of savings plan/investment education sessions provided
	# of employees participating in the 457 Deferred Compensation Plan
Demands	# of employees eligible to participate in the 457 Deferred Compensation Plan

## Labor and Employee Relations Line of Business

The purpose of the Labor and Employee Relations Line of Business is to provide union contract administration, policy development and compliance services to City Departments so they can conduct business in a fair and consistent manner and promote positive employee relations.

### Programs and Key Measures

#### Labor Relations Program



% of grievances resolved without arbitration

#### Policy Compliance Program



% of all personnel-related policy violation complaints that are substantiated



## Labor Relations Program

The purpose of the Labor and Employee Relations Program is to provide union contract administration, negotiation services, and consultations to City departments and employees so they can maintain positive working relationships.

---

Program Manager: Monica Coleman

---


Program Budget: \$278,415 (FY19)

---

### Program Services:

- Alternate Placement Services
  - Arbitration Exhibits
  - Collective Bargaining Agreements
  - Disciplinary Consultations
  - Discipline Report Reviews
  - Employee Consultations
  - Grievance Reports
  - Grievance Resolution Recommendations
  - Grievance Review Boards
  - Management Consultations
  - Mandatory EAP Referrals
  - On-Line Training Courses
  - Post Maximum Medical Improvement Interactive Reviews
  - Pre-Determination Meeting Consultations
  - Reasonable Accommodation Requests
  - Substance Test Result Reports
  - Training Sessions
  - Tuition Reimbursement Packets
  - Unemployment Claims Responses
  - Union Consultations
- 

### Family of Measures

Results	 % of grievances resolved without arbitration
Outputs	# of grievances resolved with arbitration
	# of grievances resolved without arbitration
	# of predetermination meetings attended
Demands	# of grievances filed

## Policy Compliance Program

The purpose of the Policy Compliance Program is to provide policy development, interpretation and compliance services to City departments so they can conduct business in a fair and consistent manner and within the scope of established City policies.

---

Program Manager: Monica Coleman

---

Program Budget: \$183,681 (FY19)

---

### Program Services:

- Compliance Reviews/Investigations
  - Departmental Policy Reviews
  - Discrimination/Sexual Harassment Hot Line Responses
  - Ethics Committee Meetings
  - Investigation Reports
  - Personnel Policies
  - Personnel Services Bulletins
  - Policy Interpretations/Consultations
  - Regulatory Compliance Services
  - Training Sessions
- 

### Family of Measures

Results	 <b>% of all personnel-related policy violation complaints that are substantiated</b>
	% of investigation reports provided within 90 days of initiating the investigation
Outputs	# of policy compliance investigation reports provided
	# of policy training sessions provided
	# of City employees attending policy training sessions
Demands	# of sexual harassment/discrimination complaints received
	# of other policy violation complaints received

## Occupational Health Line of Business

The purpose of the Occupational Health Line of Business is to provide post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

### Programs and Key Measures

#### Occupational Health Program



% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date



% of occupational health and regulatory medical needs identified annually by City Departments that result in a schedule of evaluations

## Occupational Health Program

The purpose of the Occupational Health Program is to provide post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

---

Program Manager: Jason Tiede and Tara Watson

---



Program Budget: \$472,654 (FY19)

---

Program Services:

- Alternate Placement Consultations
  - Blood Lead Level Exams
  - Drug/Alcohol Screens
  - Fire/Police Recruit Exams
  - Hazmat/Clandestine Lab Exams
  - Health and Safety Job Analyses
  - Medical Consultations
  - Medical Record Responses
  - Medical Records
  - Non-Uniformed Employee Post-Job Offer Exams
  - Occupational Risk Assessments
  - Part-time Employment Health Screenings
  - Physical Examinations
  - Police/Fire Wellness Exams
  - Regulatory Compliance Services
  - Respirator and Hearing Exams
  - Return to Work Evaluations
  - TB Skin Tests
  - Vaccinations
- 

### Family of Measures

Results	 % of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date
	 % of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations
Outputs	# of physical examinations provided
	# of medical consultations provided
Demands	# of physical examinations requested
	# of medical consultations requested

## Operations Line of Business

The purpose of the Operations Line of Business is to provide human resources information management, employment, and classification/compensation services to City departments so they can recruit, hire and retain a qualified, productive and diverse workforce.

### Programs and Key Measures

#### Classification and Compensation Program



% of classification audits completed in 60 days or less from receipt of completed job content questionnaires



% of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided

#### Employment Program



% of newly hired employees (non-uniform) who remain employed with the City past their probationary periods



% of final candidate referrals sent to hiring supervisors within 45 calendar days of the close of the vacancy advertisements



% of customers surveyed that are satisfied with the quality and timeliness of employment services provided

#### Human Resources Information Systems Program



% of customers surveyed that are satisfied with the quality and timeliness of personnel information provided by Human Resources Information Systems (HRIS)

#### Organizational Training and Development Program



% of training needs assessments completed



% of training and development courses provided based on needs identified by training assessments conducted



% of participants surveyed that are satisfied with training and development courses

## Classification and Compensation Program

The purpose of the Classification and Compensation Program is to provide job analysis and salary administration services to City departments so they can have accurate job classifications and descriptions, and organizational and pay structure for recruiting and retaining a qualified workforce.

Program Manager: Debbie Boyer and Leon Alberty

Program Budget: \$416,452 (FY19)

### Program Services:

- Classification and Compensation Policy Inquiry Responses
- Classification Study Findings
- Compensation Study Findings
- FLSA Review Recommendations
- Job Audit Findings
- Job Descriptions
- Job Evaluation Findings
- Organizational/Budget Change Recommendations
- Pay Plans
- Performance-Based Pay Guidelines
- Performance Evaluations
- Physical Requirement Evaluations and Recommendations
- Regulatory Compliance Services
- Salary Survey Inquiry Responses
- Salary Survey Reports

Family of Measures	
Results	% of classification audits completed in 60 days or less from receipt of completed job content questionnaires
	% of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided
	% of compensation reviews completed in 30 days or less from receipt of salary survey results
	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond date of hire
Outputs	# of classification audits completed
	# of compensation reviews completed
	# of job descriptions developed or updated
Demands	# of classification audits requested
	# of compensation reviews requested
	# of job descriptions identified to be developed or updated

## Employment Program

The purpose of the Employment Program is to provide recruitment, screening, selection, placement, and consulting services to applicants, employees and City departments so a qualified and diverse workforce can be hired and retained.

---

Program Manager: Debbie Boyer and Leon Alberty

---




Program Budget: \$574,220 (FY19)

---

### Program Services:

- Alternate Placements
  - Applicant Screenings
  - Background Check Findings
  - Career Counseling Services
  - Departmental Consulting Services
  - Eligibility/Referral Lists
  - Equal Employment Opportunity Plan Reports
  - Recruitment Strategies
  - Reduction in Force Services
  - Regulatory Compliance Services
  - Selection & Placement Approvals
  - Selection Process Development, Administration & Analyses
  - Staffing Analyses
  - Training Sessions
  - Vacancy Announcements
- 

### Family of Measures

Results	 % of newly hired employees (non-uniform) who remain employed with the City past their probationary period
	 % of final candidate referrals sent to hiring supervisors within 45 calendar days of the close of the vacancy advertisement
	 % of customers surveyed that are satisfied with the quality and timeliness of employment services provided
	% of customers surveyed that are satisfied with the effectiveness of recruitment and selection processes in attracting qualified candidates
	% of City Departments that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data
	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data
Outputs	# of full-time, non-uniformed positions filled
	# of final candidate referrals
	# of applications processed
	# of selection procedures conducted
	# of written tests and job simulation tests developed or updated

Demands	# of requests received to fill full-time, non-uniformed positions
	# of written tests and job simulation tests requiring development or update



## Human Resources Information Systems Program

The purpose of the Human Resources Information Systems Program is to provide personnel records management, systems administration, information and reporting services to City departments so they can have accurate and timely information needed to make personnel-related decisions.


Program Manager: Debbie Boyer and Bart Schott

Program Budget: \$403,611 (FY19)

### Program Services:

- Computer Training Enrollments
- Employee Pay Rate Records
- Employee Personnel Files
- Employment Verifications
- HR Data Reports
- HRIS Consultations
- HR System Security Access Approvals
- HR System Security Audits
- HR System Training Documents
- I-9 Form Compliance/Verifications
- Job Record Updates
- New Employee Orientation Sessions
- Payroll Officer Training Sessions
- PeopleSoft, Kronos, NeoGov, and SharePoint Management Services
- Personnel Action Forms Manuals
- Records Requests
- Regulatory Compliance Services
- Statistical Analysis & Reports

### Family of Measures

Results	 <b>% of customers surveyed that are satisfied with the quality and timeliness of personnel related information provided by Human Resources Information Systems (HRIS)</b>
	% of employee termination transactions processed within 7 calendar days of receipt
Outputs	# of non-terminated personnel transactions completed
	# of termination transaction requests processed within 7 calendar days of receipt

## Organization Training and Development Program

The purpose of the Employee Training and Development Program is to promote a culture of excellence and improve employee engagement and productivity by providing quality training programs to City employees so they can be effective in their current positions and prepared for future advancement.

Program Manager: Debbie Boyer

Program Budget:

Program Services:

- Training Needs Assessments
- Employee Training and Development Courses
- Maintenance of Training Records and Reporting

### Family of Measures

Results	 % of training needs assessments completed
	 % of training and development courses provided based on needs identified by training assessments conducted
	 % of participants surveyed that are satisfied with training and development courses
Outputs	# of training needs assessments conducted
	# of training and development courses offered
	# of participants trained
Demands	# of training needs assessments requested
	# of training and development courses requested