



Human Resources Department

Strategic Business Plan

Effective Date: July 1, 2020

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 Oklahoma City Human Resources Department, through strategic partnerships and collaboration, is to provide full human resources life cycle services to City employees and City departments so they can attract, retain and develop an inclusive, diverse and high-performing workforce.

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Issues, Strategies, and Results

Issue 1: Inclusive, Diverse, and High-Performing Workforce

The increasing challenge to recruit, develop and retain an inclusive, diverse, and high-performing 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 strategy to attract and retain diverse candidates
- Develop and implement an onboarding process to improve the new employee experience
- Conduct a comprehensive classification and compensation study.
- Develop and implement a performance management system for more effective talent planning, performance evaluation, professional development and employee retention.
- Examine existing human resources policies, procedures, processes and practices and implement improvements to support an organizational culture of diversity, equity, and inclusion.
- Assess departmental training needs and develop and offer training based on identified needs
- Enhance career development services provided to employees
- Examine and implement system enhancements to provide effective human resources services; streamline and reduce reliance on paper-laden processes; and provide data and analytics reporting.

Strategic Results

By 2025, City departments will benefit from an inclusive, diverse, and high-performing workforce, as evidenced by:

- City staff will reflect the ethnic diversity of the community.
- City job categories will reflect the gender/ethnic diversity of the available workforce within the community.
- At least 80% of new full-time City employees will remain employed with the City past their probationary periods.

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
- Unsustainable premiums for employees and retirees
- Reduced retention of talent and increased difficulty in recruitment

Strategies

- Integrate Employee Medical Center into Health Insurance plan design 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 by completing the comprehensive benefit plan review
- Continue to provide educational programs and information to address overall health and wellness.

Strategic Results

- Annually through 2023, 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, 90% of available provider hours will be utilized at the employee medical center as reported by the employee medical center provider.
- By 2025, the City will have completed a comprehensive review of benefit offerings, communicated with stakeholders, and negotiated necessary contracts to implement.

Issue 3: Occupational Health Issue

An increased demand for occupational health services combined with increasing 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 Oklahoma City Fire Department to ensure all uniformed employees have an annual National Fire Protection Association (NFPA) standard exam.
- Annually 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.
- Provide clinic services to state and local agencies to generate revenue and help offset fixed program costs.
- Work with SSM Health through the City's current contract to maintain provider capacity.

Strategic Results

By 2023, 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 National Fire Protection Association 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 FY19 through FY21 the Benefits Line of Business achieved less than the National Medical Inflation Rate and Less than the Insurance Providers book of business renewal rate for all contracts through negotiation and plan design.
- In FY20 - the Benefits Line of Business developed a new procedure for death benefits that eliminated paper forms and reduced claim payment from weeks to hours.
- In FY21, the Benefits Line of Business streamlined the New Employee Orientation process, reducing it by over 50%, while maintaining CDC recommend COVID protocol.
- In FY21, the Benefits Line of Business exceeded 100% utilization, on average, of available medical center hours.
- In FY21, the Benefits Line of Business completed a dependent audit of over 10,000 files, ensuring eligibility for thousands of employee dependents.
- In FY21, the Benefits Line of Business negotiated an administrative contract for operation of the Employee Medical Center, doubling providers and adding services such as telehealth at approximately the same or lower contract rate.

Employee and Labor Relations Line of Business

- In FY 20, the Employee and Labor Relations Line of Business implemented a significantly modified EEO-related investigation process, and enhanced collaboration with the Municipal Counselor's Office/Employment Division related to the same, that has resulted in greater efficiency in conducting EEO-related policy violation investigations.
- In FY 20, the Employee and Labor Relations Line of Business initiated a process to update the City's Personnel Policies and engaged employees from all City departments to serve on the update committee. The policies are currently being updated and will be submitted to the City Council for approval FY20-21.
- In late FY19, the Employee and Labor Relations Line of Business modified its procedures for conducting interactive conversations with employees under the Americans with Disabilities Act (ADA) as related to personal concerns versus work-related injuries.

Talent Acquisition, Management and Development Line of Business

- In FY 19, the Talent Acquisition Line of Business developed and submitted the City's Equal Employment Opportunity Plan to the U.S. Department of Justice.
- In FY 19-20, the Talent Acquisition Line of Business developed and delivered three diversity virtual training sessions (Generational Diversity in the Workplace, Myers-Briggs Personality Type, and The 5 Languages of Appreciation in the Workplace); created two new diversity trainings (Inclusion and Diversity: An Introduction to Common Language and Unconscious Bias); and worked with the City's Employee Assistance Program provider to offer an Inclusivity, Collaboration and Respect webinar.
- In FY 19, the Talent Acquisition Line of Business proposed and implemented Ban the Box, removing the question, "Have you ever been convicted of a felony?" from the employment application.
- In FY 19, the Talent Acquisition Line of Business created and received approval of in-house development of the Oklahoma City Leadership, Education and Development (OKC LEAD) program for supervisors.



- In FY 19, the Talent Acquisition Line of Business collaborated with representatives of the Municipal Counselor's Office and Risk Management to review 542 job classifications and determine those that met safety sensitive definitions specified in the Oklahoma Medical Marijuana and Patient Protection Act and developed and implemented a SharePoint workflow for ongoing reviews.
- In FY 21, the Talent Acquisition Line of Business collaborated with representatives of the Municipal Counselor's Office to revise operational procedures and conduct 495 annual queries of U.S. Drug and Alcohol Clearinghouse in compliance with Federal Motor Carrier Safety Administration regulations.

Occupational Health Line of Business

- In FY 19 and FY20, the Occupational Health line of business began offering revenue generating clinic resources for exams to the City of Midwest City, City of Norman, OLEERS, OSFA, and EMBARK.
- In FY 20, the Occupational Health line of business coordinated with other City departments to enable the testing for SARS CoV-2 antibodies in City employees for the diagnosis of prior infection of COVID-19.
- In FY 20, the Occupational Health line of business coordinated with other City departments to enable the testing for SARS CoV-2 antigens in City employees for the diagnosis of current infection of COVID-19.

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program

Employee and Labor Relations Line of Business

- Employee and Labor Relations Program
- Personnel Policies Compliance Program

Occupational Health Line of Business

- Occupational Health Program

Talent Acquisition, Management and Development Line of Business

- Talent Acquisition Program
- Talent Development Program
- Human Resources Information Systems Program

Total Rewards Line of Business

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

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 and strategic results 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: Aimee Maddera

Program Budget: \$502,871 (FY21)

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
- Master/Strategic Business Plans
- Policies and Procedures
- Presentations
- Project and Financial Impact Analyses
- Tuition Reimbursements
- Union Negotiations and Recommendations

Family of Measures

Results	 % of key measures and strategic results achieved
	% of performance evaluations completed by the review date

Employee and Labor Relations Line of Business

The purpose of the Employee and Labor Relations Line of Business is to provide consultative guidance and coaching services to managers on human resources-related matters so they can; develop, interpret, administer and ensure compliance with City policies and administer collective bargaining agreements; and ensure that City departments can effectively conduct business in a fair and consistent manner within the scope of established City policies and contractual obligations and to promote positive employee relations.

Programs and Key Measures

Employee and Labor Relations Program

-  % of grievances resolved without arbitration
-  % of grievances denied at concluding step

Personnel Policies Compliance Program

-  % of all personnel-related policy violation complaints made by employees and substantiated through HR investigations
-  Average # of days to complete HR investigation of all personnel-related policy violation complaints made by employees

Employee and Labor Relations Program

The Purpose of the Employee and Labor Relations Program is to provide personnel policies administration, collective bargaining agreements negotiations and administration, high-performing manager coaching, and other human resources related consultation services to City departments so they can maintain effective, productive and positive employee working relationships.

Program Manager: Trey Box

Program Budget: \$333,076 (FY21)

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 and Coaching Consultations
- Mandatory Employee Assistance Program Referrals
- Post Maximum Medical Improvement Interactive Reviews
- Pre-Determination Meeting Consultations
- Reasonable Accommodation Requests
- Substance Test Result Reports
- Training Sessions
- Unemployment Claims Responses
- Union Consultations

Family of Measures

Results	 % of grievances resolved without arbitration
	 % of grievances denied at concluding step
Demands	# of grievances filed

Personnel Policies Compliance Program

The purpose of the Personnel Policies Compliance Program is to provide policy development, interpretation, administration and compliance services to City departments so they can conduct business in a fair and consistent manner.

Program Manager: Trey Box

Program Budget: \$230,556 (FY21)

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	🔑 % of all personnel-related policy violation complaints made by employees and substantiated through HR investigation
	🔑 Average # of days to complete HR investigation of all personnel-related policy violation complaints made by employees
Outputs	# of policy compliance investigation reports provided
Demands	# of Equal Employment Opportunity (EEO) related policies violations complaints received
	# of non-related Equal Employment Opportunity policies violations 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 to City departments, state, and other local agencies 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, state, and other local agencies so they can employ and maintain a safe and healthy workforce.

Program Manager: Jason Tiede

Program Budget: \$502,872 (FY21)

Program Services:

- Alternate Placement Consultations
- Blood Lead Level Exams
- Drug/Alcohol Screens
- Fire/Police Recruit Exams
- Hazmat/Bomb Squad 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

Talent Acquisition, Management and Development Line of Business

The purpose of the Operations Line of Business is to provide talent acquisition and management, classification and compensation, learning and development, and human resources data analytics and information systems services to City Departments so they can recruit, hire, and retain a diverse, inclusive and high-performing workforce.

Programs and Key Measures

Talent Acquisition Program

-  City staff will reflect the ethnic diversity of the community
-  % of final candidate referrals sent to hiring supervisors within 30 calendar days of receipt of the Request to Recruit
-  % of customers surveyed that are satisfied with the quality and timeliness of talent acquisition services provided

Human Resources Information Systems Program

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

Talent Development Program

-  % of participants surveyed that are satisfied with training and development courses in OKC LEAD Program.
-  % of participants surveyed that are satisfied with training and development courses

Human Resources Information Systems Program

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

Program Manager: Debbie Boyer

Program Budget: \$432,758 (FY21)

Program Services:

- Employee Pay Rate Records
- Employee Files
- Employment Verifications
- HR Data Reports
- HRIS Consultations
- HR System Security Access Approvals
- HR System Security Audits
- HR System Implementations
- 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 System
- Administration Services
- Personnel Action Forms Manuals
- Records Requests
- Regulatory Compliance Services
- Data Analytics and Reporting Services

Family of Measures

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

Talent Acquisition Program

The purpose of the Talent Acquisition Program is to provide recruitment, application screening, selection, placement and consulting services to applicants, employees, and City departments so that a diverse, inclusive and high-performing workforce can be hired and retained.

Program Manager: Debbie Boyer

Program Budget: \$525,250 (FY21)

Program Services:

- Alternate Placements
- Application Screenings
- Background Investigations/Verifications
- Career Counseling Services
- Departmental Consulting Services
- Eligibility/Referral Lists
- Equal Employment Opportunity Plan Reports
- Recruitments
- Reduction-in-Force Services
- Regulatory Compliance Services
- Selection and Placement Approvals
- Selection Process Development, Administration and Analyses
- Staffing Analyses
- Training Sessions
- Vacancy Announcements

Family of Measures	
Results	🔑 City staff will reflect the ethnic diversity of the community
	🔑 % of final candidate referrals sent to hiring supervisors within 30 calendar days of receipt of the Request to Recruits
	🔑 % of new full-time City employees will remain employed with the City past their probationary periods
	🔑 % of customers surveyed that are satisfied with the quality and timeliness of talent acquisition 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
	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community
Outputs	# of full-time, non-uniformed positions filled
	# of final candidate referrals
	# of applications processed
	# of selection procedures conducted

Talent Development Program

The purpose of the Talent Development Program is to promote a culture of diversity, equity, inclusion, engagement and excellence by providing quality learning and development opportunities to City employees so they can be high-performing in their current positions and prepared for future advancement.

Program Manager: Debbie Boyer

Program Budget: \$150,791 (FY21)

Program Services:

- Learning and Development Courses
- Learning Management System
- Needs Assessments
- Online Training Services
- Records and Reports

Family of Measures

Results	🔑 % of participants surveyed that are satisfied with training and development courses in OKC LEAD Program
	🔑 % 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 in OKC LEAD Program
	# of participants trained

Total Rewards Line of Business

The purpose of the Total Rewards Line of Business is to provide health and welfare-related services and classification and compensation plans to employees so that they can have equitable and competitive pay and benefits.

Programs and Key Measures

Classification and Compensation Program

-  % of classification audits and compensation reviews completed within 45 days of receipt of all required information
-  % of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided

Employee Medical Center Program

-  % of available provider hours utilized at the employee medical center as reported by the 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
-  % of members surveyed that are satisfied with the service levels and coverage of their Benefits

Retirement Savings Program

-  % of eligible employees participating in the 457 Deferred Compensation Plan
-  # of savings plan/investment education sessions provided

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 diverse, inclusive and high-performing workforce.

Program Manager: Veronica Blakely

Program Budget: \$409,543 (FY21)

Program Services:

- Classification and Compensation Policy Inquiry Responses
- Classification and 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 and compensation reviews completed within 45 days of receipt of all required information
	🔑 % of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided
Outputs	# of classification audits completed
	# of ad hoc compensation reviews completed

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: Jason Long

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	 % of available provider hours utilized at the employee medical center as reported by the provider.
	% of eligible participants utilizing the medical center as reported by the employee medical center provider.
Outputs	# of eligible participants 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: Jason Long

Program Budget: \$516,515 (FY21)

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
	🔑 % of members surveyed that are satisfied with the service levels and coverage of their Benefits
Outputs	# of City and Trust participants enrolled in a medical insurance plan
	# of consultations provided

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: Regina Story

Program Budget: \$10,577 (FY21)

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