



Personnel Services Department

Strategic Business Plan

Effective Date: July 1, 2015

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.

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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 citizen confidence
- Decreased government efficiency

Strategies

- Continue to attend local job fairs to attract under-represented candidates to City employment.
- Establish relationships with universities to assist where there is difficulty in recruiting candidates in certain disciplines.
- Continue to meet with Department Directors to disseminate departmental demographics and discuss strategies to address any issues.
- Utilize social media for recruitment.
- Plan and conduct systematic review of the classification descriptions to ensure job descriptions accurately describe the responsibilities and duties of the position.
- Recommend that departments provide new employees with a copy of the performance evaluation form upon first reporting to the job site and discussing the responsibilities and performance expectations, to better ensure success and retention.
- Increase test development efforts to ensure candidates' skill sets match job requirements.
- Ensure vacancy postings accurately describe responsibilities and duties of job.

Strategic Results

By 2021, City departments will benefit from a skilled and diverse workforce, as evidenced by:

- City staff will reflect the ethnic diversity of the community by meeting at least 80% of the diversity of each of seven ethnic categories of the available workforce.

- At least 95% of new full-time, non-uniformed City employees will continue City employment for at least 24 months beyond date of hire.

Issue 2: Technology to conduct HR business

The continuing demand for, and changes in, technology to conduct HR business, if not addressed, will result in:

- Limited access to HR information and services
- Increased time to receive or provide requested information
- Decreased customer satisfaction
- Increased potential for confidential HR information security breaches
- Employees who lack necessary skills to use required technology
- Decreased regulatory compliance

Strategies

- Limit onsite open enrollment to years when substantial changes are made to the benefits plan.
- Conduct periodic performance reviews of the functionality of the PeopleSoft self-service module to ensure the system is working as designed.
- Continue providing information to City employees and retirees on the use of the PeopleSoft self-service feature.
- Monitor usage of field application terminals to determine accessibility for field employees as well as external applicants.
- Provide guidance to departments regarding FLSA compliance and other regulatory issues.

Strategic Results

By 2018, internal customers will be satisfied with the availability of technology to conduct HR-related business, as evidenced by:

- At least 75% of employees making changes to their benefits plan during open enrollment will use PeopleSoft self-service.
- At least 90% of employees who use the City's PeopleSoft system to update personal information will report that they are satisfied with the online service.

Issue 3: 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

- Establish an on-site employee and retiree health and wellness clinic.
- Continue to provide options of reduced-cost fitness facilities.
- 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 2021, the average active employee health and welfare costs for medical premiums will remain at or below the City providers' identified average.
- By 2019, 30% of employee medical clinic participants will show improvement in medical conditions identified in their Personal Health Assessments (PHAs).

Issue 4: Occupational Health Issue

An increased demand for occupational health services combined with inadequate facilities and funding, 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.
- Spend the necessary time with each patient to discuss issues identified during examination or while reviewing the patients' medical history, and provide recommendations where necessary or appropriate.
- Coordinate with Classification and Compensation program staff to update physical requirements into applicable job descriptions.

Strategic Results

By 2018, 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 FY14, the Benefits Line of Business obtained legislative changes in order to offer more flexible health plan options to retirees.
- In FY14, the Benefits Line of Business implemented a new and more cost effective Medicare Part D prescription drug program.
- In FY14, the Benefits Line of Business implemented an EFT system for self-pay benefit premiums.
- Since FY12, the Benefits Line of Business has been implementing changes to the benefit plans to comply with provisions of the Affordable Care Act.
- From FY12 to FY15, the Retirement Savings Program increased participation in the 457 Deferred Compensation Plan from 56.3% to 60.5% of eligible participants, a percentage increase of 7.46%.

Labor and Employee Relations Line of Business

- Since FY12, the Labor and Employee Relations Line of Business has been conducting semi-annual sex offender background checks on all employees.
- Since FY12, the Policy Compliance Program has been conducting quarterly, on-site training for the prevention of discrimination and sexual harassment.

Operations Line of Business

- On July 1, 2012, the Operations Line of Business implemented an online application system. The original target was to achieve 50% utilization during the first year of implementation. Since FY13, usage has been at 100%.
- In FY12, the Classification and Compensation and Human Resources Information System Programs passed a random U.S. Department of Labor audit for compliance with the Fair Labor Standards Act and I-9 employment eligibility requirements related to immigration laws.
- Since FY12, the Employment Program has been conducting out-of-state background checks on all prospective full- and part-time employees.
- In FY14, the Personnel Department offices in the basement of 420 West Main was flooded due to a mechanical failure. As a result, records and equipment were destroyed or significantly damaged. The entire building was affected due to the loss of electricity and telephone services. The Personnel Department was able to restore and maintain business contact with its external and internal customers, such as job applicants, employees, and retirees, within hours of the event. Within a week, the Department personnel directly affected relocated to new physical space and most external services were restored.

- During FY15, the Human Resources Information Systems (HRIS) program successfully managed a project to recover personnel records damaged in the February 2014 flooding of the 420 W. Main basement offices. This project resulted in the successful recovery and conversion of approximately 1.2 million paper documents into digital records, which were imported into the department's document management and archive system. The program was also able to maintain continuity of business operations, despite having to relocate to temporary offices, by implementing an electronic process to handle personnel-related transactions, which significantly reduced the reliance on paper documents.

Occupational Health Line of Business

- Since FY12, the Occupational Health Line of Business has been proactively identifying regulatory and medical needs for all City departments.
- Since FY12, the Occupational Health Line of Business has increased the medical surveillance program to newly identified employees exposed to known and potential workplace hazards.

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program

Benefits Line of Business

- Employee Medical Clinic 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 Services

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: \$484,560 (FY16)

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
- Polices & 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 a cost effective health and welfare benefit and plan for a more secure financial future beyond employment.

Programs and Key Measures

Employee Medical Clinic Program

-  % of eligible participants utilizing the medical clinic
-  % of participants utilizing medical clinic services who showed improvement in their identified chronic medical condition

Health and Welfare Benefits Program

-  % change in the annual health and welfare program costs per active plan member at or below the City providers' identified average

Retirement Savings Program

-  % of eligible employees participating in the 457 Deferred Compensation Plan
-  % of employees who report that they received the information they needed to plan for post-employment needs most or all the time

Employee Medical Clinic Program

The purpose of the Employee Medical Clinic 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 Colin Fonda

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

Program Services:

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

Family of Measures	
Results	 % of eligible participants utilizing the medical clinic
	 % of participants utilizing medical clinic services who showed improvement in their identified medical condition
Outputs	# of eligible participants utilizing the medical clinic
Demands	# of eligible participants
Efficiencies	\$ program expenditure per eligible participant enrolled utilizing the medical clinic

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 cost-effective and comprehensive medical services.

Program Manager: Colin Fonda

Program Budget: \$519,823 (FY16)

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
- 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 active City and Trust employees enrolled in a medical insurance plan
	# of employees who use online self-service enrollment for changes in annual benefit elections
Demands	# of active City and Trust employees eligible for medical insurance
Efficiencies	\$ program expenditure per active 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: Colin Fonda and Rena Hutton

Program Budget: \$7,364

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
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Family of Measures	
Results	 % of eligible employees participating in the 457 Deferred Compensation Plan
	 % of employees who report that they received the information they needed to plan for post-employment needs most or all the time
Outputs	# of employees participating in the 457 Deferred Compensation Plan
	# of savings plan/investment education sessions provided
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 an ethical and consistent manner and promote positive employee relations.

Programs and Key Measures

Labor Relation 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 and negotiation services to City departments so they can maintain positive employee relations.

Program Manager: Monica Coleman

Program Budget: \$288,366 (FY16)

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
 - Mandatory EAP Referrals
 - On-Line Training Courses
 - Pre-Determination Meeting Consultations
 - 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 receive timely notification that business is being conducted in an ethical manner and within the scope of established City policies.

Program Manager: Monica Coleman

Program Budget: \$170,854 (FY16)

Program Services:

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

Family of Measures	
Results	 % of all personnel-related policy violation complaints that are substantiated
	% of investigation reports provided within 90 days of initiating the investigation
Outputs	# of policy compliance investigation reports provided
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: \$456,187 (FY16)

Program Services:

- Alternate Placement Consultations
- Blood Lead Level Exams
- Drug/Alcohol Screens
- Fire/Police Recruit Exams
- Hazmat/Clandestine Lab Exams
- 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 test
- Vaccinations

Family of Measures	
Results	 % of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date XYZ
	 % 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 workforce.

Programs and Key Measures

Classification and Compensation Program

-  % of classification and compensation reviews completed in 60 days or less from receipt of the completed job content questionnaire

Employment Program

-  % 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 30 business days of the close of the vacancy advertisement

Human Resources Information Services Program

-  % of customers surveyed that are satisfied with the accuracy of personnel related information 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 qualified workforce.

Program Manager: Rebecka Shaw and Leon Alberty

Program Budget: \$288,856

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 Report
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Family of Measures

Results	 % of classification and compensation reviews completed in 60 days or less from receipt of the completed job content questionnaire
	% of full-time, non-uniformed City employees who continue City employment for at least 24 months beyond date of hire
Outputs	# of classification and compensation reviews completed
	# of job descriptions developed or updated
Demands	# of classification and compensation reviews requested
	# of job descriptions identified to be developed or updated

Employment Program

The purpose of the Employment Program is to provide recruitment, assessment, placement, and consulting services to City departments so they can hire qualified employees in a timely manner.

Program Manager: Rebecka Shaw and Leon Alberty

Program Budget: \$483,109 (FY16)

Program Services:

- Alternate Placement Recommendations
 - Applicant Assessments
 - Applicant Screening Reports
 - Career Counseling Services
 - Criminal Record Check Findings
 - Eligibility Lists
 - Equal Employment Opportunity Plan
 - Job Fairs
 - Recruitment Strategies
 - Reduction in Force Placements
 - Regulatory Compliance Services
 - Selection & Placement Approvals
 - 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 30 calendar days of the close of the vacancy advertisement
	% 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
	# of applications processed
	# of selection procedures conducted
Demands	# of full-time, non-uniformed position to be filled

Human Resources Information Services Program

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

Program Manager: Bart Schott

Program Budget: \$282,229 (FY16)

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	 % of customers surveyed that are satisfied with the accuracy of personnel related information provided
	% of customers surveyed that are satisfied with the timeliness of personnel related information provided
	% of employee termination transactions processed within 7 calendar days of receipt
	% of employees who use online self-service to update personal information that rate the online service as satisfactory
Outputs	# of personnel transactions completed
	# of employee termination requests processed