Office of Human Resources

August 6, 2012

Introduction

About PhillyStat

- PhillyStat is the City of Philadelphia's performance management program, led by the Managing Director and the Finance Director. During PhillyStat meetings, the Mayor or a Core Team member reviews progress towards the Mayor's strategic goals and individual departmental performance. There are two types of PhillyStat meetings: Ops and Outcomes. This presentation is for a PhillyStat Ops meeting.
- At PhillyStat Ops meetings, a single department reviews their operations with a member of the Mayor's Cabinet. Performance is reviewed in five areas: departmental operations, customer service, finances, technology and human resources. These meetings are held quarterly.

Structure of Presentation

- The presentation begins with the department's core mission and a logic model, both which are useful for readers who are not as knowledgeable about what the department does.
- Each of the five sections (Operations, Customer Service, Finance, Technology, and People) have a summary dashboard of key performance measures and explanatory measures.
- Explanatory measures help explain movement in performance measures. For example, the number of employees and number of vehicles managed by the Office of Fleet Management impact the Office's operational performance measures.
- The presentation ends with brief explanations of the department's key challenges and wins for the quarter, and recognizes an employee of the quarter.

Core Mission

The core mission of the Office of Human Resources is to administer the civil service in a manner that allows departments to effectively attract, select and retain a qualified, diverse, and effective workforce that supports the goals of the City.

- Office of Human Resources

Logic Model

How the Logic Model connects to PhillyStat's five measurement areas.

Inputs	Services	Outputs	Outcomes
Resources used in providing services	*Services provided*	*What the services produce*	*The goal of providing the services*
Finance *The **resources** used to do what the department does* Technology *Systems that **enable** the department to provide services* People ***Who** provides the department's services*	What the department does	Operations *Measures of what the department **produces***	Operations *Measures of how **proficient** the department is* Customer Service *Customer **satisfaction***

The PhillyStat Ops model breaks down metrics into five major areas of focus – operations, customer service, finance, technology and people. The logic model above shows where inputs, output, and outcome metrics can be tracked within the five service categories. PhillyStat works in partnership with departments to align these metrics with department strategic direction.

Logic Model

A logic model is a representation of how an activity (such as a service, project, program, or policy) is intended to produce particular results, also known as outcomes. They also help identify key operations measures.

Inputs

Resources used in providing services

- OHR employees
- Services, supplies, and materials
- Information Technology Solutions
- Civil Service Regulations
- Philadelphia Home Rule Charter
- Various Collective Bargaining Agreements and Act 111 Awards
- Local, State, and Federal employment laws

Services

Services provided

- Designing job specifications and requirements and setting compensation
- Evaluating applicants to determine satisfaction of minimum requirements for positions
- Evaluating and ranking candidates for potential hire by departments
- Referring candidates to departments for interview in the order prescribed by the Charter
- Auditing all personnel transactions for compliance with Civil Service regulations
- Providing shared HR services for 9 departments
- Equal Employment Opportunity Compliance
- Benefits Strategy and Administration
- Employee Health Management
- Interpreting and advising departments on applicable employment and labor laws, Charter requirements and Civil Service regulations

Outputs

What the services produce

- Job specifications and compensation are defined
- List of qualified candidates are available from which departments can select
- Eligible candidates are referred to departments for interview in the appropriate order
- Personnel transactions comply with Civil Service regulations
- Transactions for Shared Service agencies are processed timely
- Accommodations for disabilities in Civil Service testing and employment are provided
- Complaints of illegal discrimination or harassment are investigated
- Employees in the City Administered benefit group are enrolled in health plans

Outcomes

The goal of providing the services

Departments are able to effectively attract, select and retain a qualified, diverse, and effective workforce that supports the goals of the City

The Office of Human Resources works in partnership with City departments, agencies, boards, and commissions to attract and maintain a competitive and diverse workforce.

Strategic Direction

- The Office of Human Resources continues to provide quality services while improving its operations
  - In the Short Term by:
    - Replacing OHR's 20 year old applicant management system with a web-based system that will provide for on-line application process, eligible list development and departmental self-service certification.
    - Providing our employees with competitive benefit options while containing the costs through disease management and wellness initiatives that encourage our employees and their dependents to live a healthily lifestyle.
  - In the Long Term by:
    - Restructuring and transforming the City of Philadelphia's HR function into a world-class, high performing entity, through a two-pronged reorganization that focuses on shared services and strategic services.
    - Designing and implementing, in coordination with OIT and Finance, an automated time and attendance system that is integrated with the Finance Department's payroll system.

Executive Summary

- Technology is a major component to the future success of the Office. Implementation of a system to replace our 20 year old test management system is steadily progressing, but has stumbled a bit. The test administration and scoring modules are almost fully operational and we are working on certification.
- The City's Human Resources Information System is too frequently unavailable during normal business hours, impacting productivity.
- The Average Number of Days to Establish an Eligible list was 74 days in Quarter 4- below our FY 12 100 day target and significantly below our FY 11 average of 160 days. This metric has trended down through the 4 quarters of FY 12.
- We exceeded our goal of administering exams during the week announced in the official job announcements through all 4 quarters of FY 12.
- Benefit spend for FY12 Quarters 3 and 4 is at budget. Disease Management is still on hold pending execution of a contract with IBC
- OHR's Shared/Strategic Services Pilot Project continues to out perform the operating departments HR Units in percentage of transactions completed correctly the first time and percentage of civil service employees with current performance evaluations.

1.1 Operations Dashboard

Logic Model	Service	Indicator	Annual Target	FY12 Q1	FY12 Q2	FY12 Q3	FY12 Q4	FY11 YTD	FY12 YTD
				Previous Quarters			**Current Quarter**	*Previous Fiscal Year*	**Current Fiscal Year**
Outputs	Shared services	Number of transactions processed - Shared Services	N/A	16	30	49	15	N/A	110
	Shared services	Percent of transaction completed correctly the first time - Shared Services	**100%**	100%	93%	98%	100%	N/A	97%
	Shared services	Percent of transactions completed correctly the first time – City (shown for comparison to Shared Service)	N/A	93%	84%	87%	97%	N/A	89%
	Certification	* Percent of certification requests processed within 3 business days	**85%**	92%	60%	71%	90%	N/A	91%
	Test Admin.	Average number of days between the close of a test and list establishment	**100 avg. days max**	106	87	75	74	N/A	87
	Test Admin.	Percent of lists established by target date	TBD	45%	68%	68%	60%	N/A	59%
	Test Admin.	**Percent of tests held on target test date	**70%**	63%	79%	88%	85%	N/A	77%

Source, Office of Human Resources.Notes: The Shared Service Pilot began in July 2010 with eight departments: OHR, Procurement, Public Property, Records ,Office of the Managing Director, Fleet, Civil Service Commission and Mural Arts. In July 2012 the Office of Innovation and Technology was added to the Shared Services program (for payroll and transactions only). Starting in FY12 Q1, performance appraisals were excluded to show operations related transactions only. * In order to hire for a vacancy, OHR must certify the top 2 candidates standing on an eligible list to the appointing authority. This measure shows data from only one source as the office is transitioning between two systems (from SIGMA to PeopleAdmin). ** In Civil Service, candidates can not be hired for open positions unless a list has been established. This metric is a lagging indicator as it is accounted for in the fiscal year the exam was held, which may not be the year the department request was made.

2.1 Customer Service Dashboard

Logic Model	Service	Indicator	Annual Target	FY12 Q1	FY12 Q2	FY12 Q3	FY12 Q4	FY11 YTD	FY12 YTD
				Previous Quarters			**Current Quarter**	*Previous Fiscal Year*	**Current Fiscal Year**
Output	ALL	Customer Service Academy (CSA) number trained	**10**	15	23	1	**0**	17	39
	ALL	Number of OHR employees registered in TTN courses (cumulative)	TBD	42	58	61	**61**	N/A	61
	ALL	Percent of employees who complete a least one TTN course	TBD	45%	22%	16%	**23%**	N/A	25%
	ALL	Percent employees who took a TTN course they have not yet completed	Min. TBD	12%	12%	4%	**8%**	N/A	9%
	ALL	Percent of test takers who passed a TTN test	TBD	71%	78%	65%	**82%**	N/A	76%
Outcome	Hiring Process	Hiring process survey - overall satisfaction	**4.50**	3.90	3.97	3.84	4.09	N/A	3.95
	New Hires	New hire survey – overall satisfaction	**3.50**	N/A	N/A	3.33	3.18	N/A	3.26

Source: Office of Human Resources, Philly 311
Note: CSA percentages are take from total employees registered for the time period.

Metric 'Percent of lists established by target date' on the previous slide, note: A new online application/test scoring system was implemented in FY11. Installation problems resulted in backlog and delay in establishing lists requested in the current quarter, as reflected in FY12 Q1. Improvement can be seen in subsequent quarters as these issues became resolved. This metric is a lagging indicator as lists are accounted for in the fiscal year they were established, which may be different from the year a department makes a request.

3.1 Budget Dashboard

3.1 General Fund	Fiscal Year 2012 – July 2011 to June 2012: FY12 Current Target Budget	FY12 Projected Obligation	Target Budget minus Projected Obligation	% Difference	Previous Fiscal Year 2011 July 2010 to June 2011: FY11 Target Budget	FY11 Annual Obligation	Target Budget minus Annual Obligation	% Difference
Total General Fund	$5,123,760	$4,945,225	$178,535	4%	$5,055,127	[1]$4,591,503	$463,624	10%
Class 100	$4,236,758	$4,141,605	$95,153	2%	$4,341,325	$3,890,117	$451,208	12%
Class 200	$822,070	$758,750	$63,320	8%	$648,870	$648,537	$333	0%
Class 300	$63,832	$37,246	$26,586	71%	$62,932	$47,927	$15,005	31%
Class 400	$1,100	$7,624	($6,524)	-86%	$2,000	$1,422	$578	41%
Overtime	$49,714	$63,270	($13,556)	-21%	$30,000	$45,173	($15,173)	-34%

Legend % Diff. from YTD Projection	
	0% and above
	-1% to -3%
	-4% and below

Source: 10th of the Month Report, updated as of 7/31/12.

[1]Class 500 (Indemnities) in the amount of $3,500 is not broken out but included in the total FY11 obligations, shown on the chart. FY12 does not include indemnities, as they have not yet been distributed.
Note: FY12 Q4 minority contribution data not yet available from the Office of Economic Opportunity.

3.2 Summary Finance Dashboard - Benefits

Logic Model	Service	Indicator	Annual Target	FY12 Q1	FY12 Q2	FY12 Q3	FY12 Q4	FY11 YTD	FY12 YTD
				Previous Quarters			**Current Quarter**	*Previous Fiscal Year*	**Current Fiscal Year**
Output	Health mgmt.	Percent of Health Risk Assessment (HRA) completed	**25%**	Program was not in place	64.9%	4.8%	1.0%	Program was not in place	70.7%
Outcome	Benefits Strategy and Administration	Total health benefits spend	**$84.0 million**	$20.8 million	$19.8 million	$22.4 million	$21.0 million	$78.2 million	$84 million

Source: Office of Human Resources

Project Name	Description	Q3 Status	Target Delivery Date
Time and Labor	Automated employee time collection, review & approval	Partial deployment already performed.	Limited Rollout
Citywide Solutions (Doc Mgmt, Work Flow, etc.)	Implementation Strategy / Business Process Re-engineering	Assessments in progress	TBD
People Admin	Web-based recruitment, test scoring & list mgmt tool.	Implementation in progress	End of CY 2012.

5.1 Staff Availability

The following set of metrics provide information on the availability of staff to perform the work of the department.

	Target	FY12 Q4	FY11 Q4	Comments
Number of budgeted positions		82	78	• The department was budgeted for 4 more employees in FY12 as compared to FY11. • The average number of undocumented sick days was 50% less than the same quarter of the previous year.
Number of actual positions		80	76	
Percent of positions vacant	TBD	3%	3%	
Average ***undocumented*** sick leave days, per employee, per quarter		0.38 days	0.77 days	
Percent of Employees Retirement Eligible Not in DROP		6%	14%	
Percent of Employees in DROP		11%	9%	
Turnover		0%	N/A	

5.2 Staff Performance

The following metric shows if the department is current with performance evaluation, important documents for staff growth and development.

	Target	FY12 Q4	FY11 Q4	Comments
Percent of Employees with Current Performance Evaluations	**80%**	92%	73%	• The department far exceeded the annual target for the percent of performance evaluations that are current. • The distribution of performance evaluation scores for DC33 and DC47 is skewed towards the high performance ratings. •The distribution of performance evaluation scores for Non Represented employees is more evenly distributed along all performance ratings, but still slightly skewed to the high performance ratings (Superior and Outstanding). • These trends mirror the trends found across departments Citywide.
Average Performance Rating				
DC33	Satisfactory	96%		
	Unsatisfactory	4%		
DC47	Outstanding	40%		
	Superior	60%		
Non rep	Outstanding	37%		
	Superior	37%		
	Satisfactory	24%		
	Blank	2%		

5.3 Succession Planning Timeline

Phase	Description	Deadline	Comments/Status
Phase I	Identifying Critical Positions	10/1/12	In Process
Phase II	Determine Core Competencies for Critical Positions	10/1/12	In Process
Phase III	Identify and Evaluate Potential Successors	10/1/12	In Process
Phase IV	Generate and Implement Development Plans	Spring 2013	Work with Organizational Development Manager
Phase V	Develop, Monitor, Review	Ongoing	

Note: HR dashboard on the previous slide – sources include Budget 10th of the Month Report, FAMIS, Cognos and the Office of Human Resources. Current slide provided by the Office of Human Resources.

Employee of the Quarter

Dennis Norwood

As Dennis Norwood walked into the Benefits unit on the day of his surprise retirement party, the first thing he said was, “but we have the Life Insurance call today!”. This is a perfect example of Dennis’s commitment to his work.

Dennis started his career with the City 35 years ago as a Fire Dispatcher. In the late 1980’s, he saw an opportunity to utilize his degree and join the Personnel Office to work in the area of Benefits – mainly to handle the new COBRA laws – and has been in Benefits ever since.

It is difficult to put down all that Dennis does in a few paragraphs, as his role as Benefits Administrator crosses over so many responsibilities - some of which include making sure the City’s multi-million dollar insurance bills are paid timely, managing program eligibility, overseeing life event changes, assisting with the challenging world of benefits, RFP’s and contracts, and still managing COBRA administration.

Dennis, however, never loses sight of his primary function, which is to help City employees. His institutional knowledge of the City’s benefits structure, his attention to detail, his calm demeanor, his dedication and his heart felt desire to help people has allowed him to perform his job at a high level for so many years.

Dennis’ work is the quintessential example of going above and beyond to help someone. If the City added a dollar to Dennis’ pension for every customer service complement he has received over the years, he would have been able to retire much sooner. Dennis’ last day of work with the City is June 1st, and he officially retired on July 13th. Dennis will be missed much more than he knows.

Source: Office of Human Resources

Key Wins

- OHR has made steady progress in replacing OHR's 20 year old applicant management system with a web-based system that will provide for on-line application process, eligible list development and departmental self-service certification.
- Participation (71%) in our Wellness Initiatives significantly exceeded our expectations and industry standards.
- OHR Published 75 eligible lists with 3366 successful candidates eligible for hire or promotion. We currently have 618 eligible lists in service with 26634 eligible candidates.
- In FY 12, Q4, the Shared Services Division facilitated the hiring of 38 new employees:
    - MDO, 16 employees
    - Public Property, 9 employees
    - Fleet Management, 8 employees
    - Records, 3 employees
    - OHR, 2 employees

Key Challenges

- Staffing issues – Attrition, hiring freezes and recruitment of experienced OHR staff by operating departments creates staff shortages that impact OHR's ability to meet the needs of our client departments.

- Technology
  - Key software tools (e.g., Human Resource Information Systems) not fully supported pending Administrative Modernization of Systems. The City's HRIS experiences too many outages during normal business hours.
  - Lack of a Benefits Claim Tool Software to assist in the analysis of self insured medical claims to determine accuracy in payment and detection of errors.
  - Time and attendance automation on hold
  - No auto archive or electronic records management in Lotus Notes
  - Difficulties implementing new test management system.

Core Mission

The core mission of the Office of Human Resources is to administer the civil service in a manner that allows departments to effectively attract, select and retain a qualified, diverse, and effective workforce that supports the goals of the City.

- Office of Human Resources

Contact Us!

For more information about PhillyStat:

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