PhillyStat

Office of Human Resources

January 11, 2012

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.

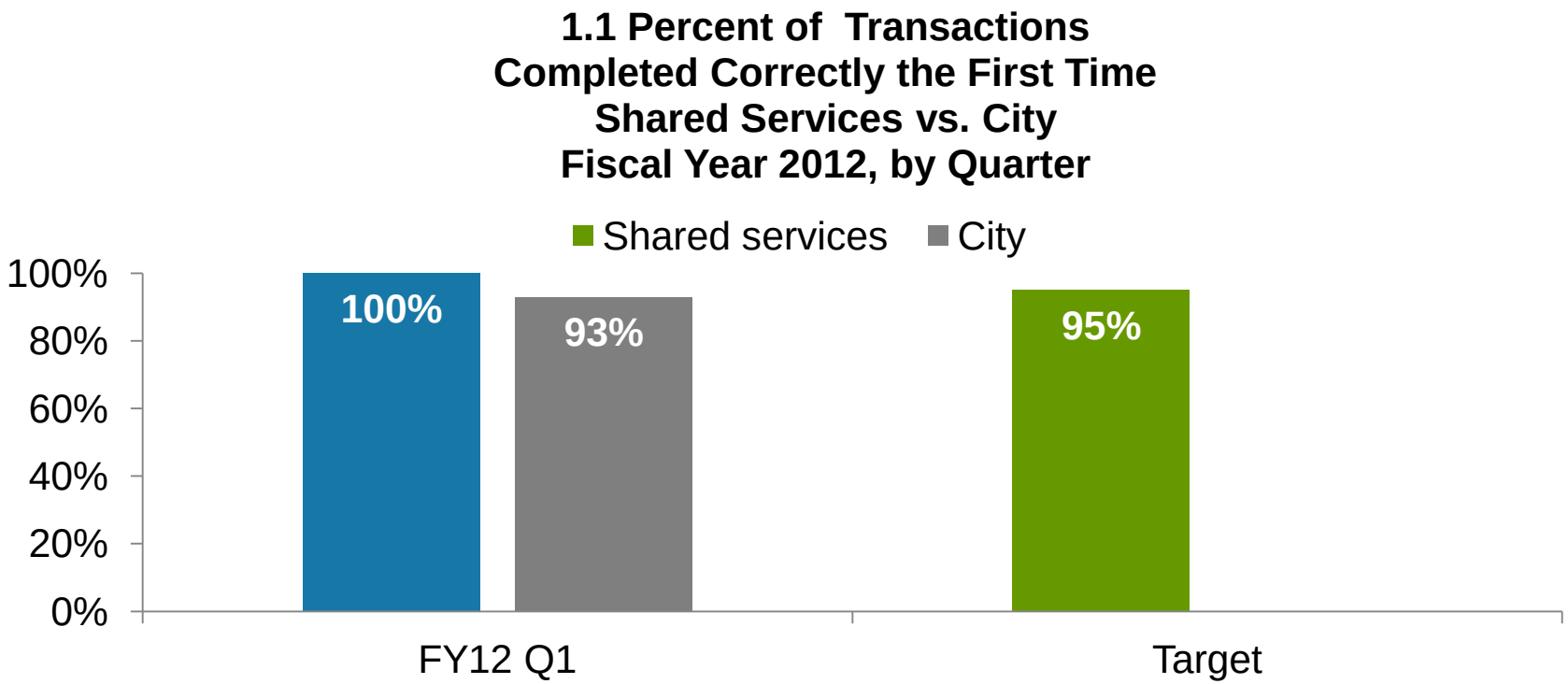
- Office of Human Resources

Strategic Direction

- Restructure and transform 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.
- Design and implement, in coordination with OIT and Finance, an automated time and attendance system that is integrated with the Finance Department's payroll system.
- Provide 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.
- Replace OHR's 20 year old test management system with a web-based system that provides for on-line application, test development and administration, robust test scoring capabilities, and departmental self-service certification.
- Sponsor Employee Development and Succession Planning Efforts in City Departments

Executive Summary

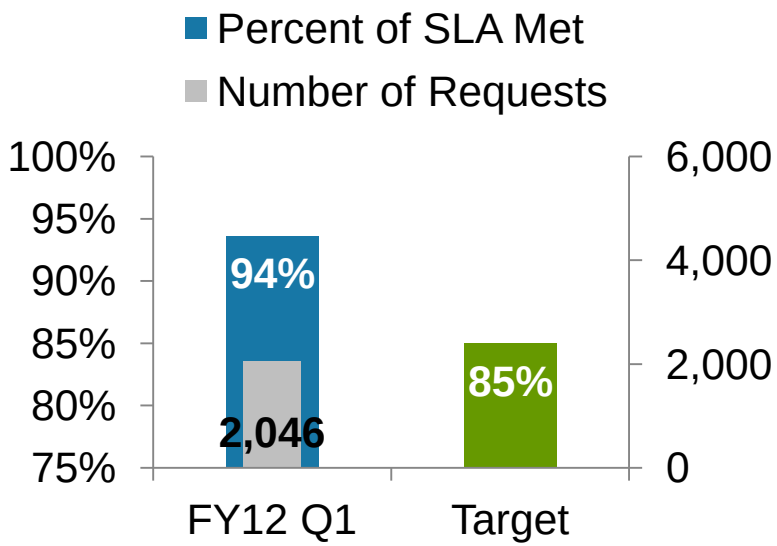
- Technology is a major component to the future success of the Office. Implementation of a system to replace our 20 year old test management system is steadily progressing. The test development, administration and scoring modules are almost fully operational and we have begun working on certification.
- We have met our goal of administering exams during the week announced in the official job announcement. In addition, time to produce eligible lists is down significantly.
- Completed the first phase of "Improving the Hiring Process" Initiative. Identified that it takes hiring departments 124 days (median) to fill a position after an eligible list is established.
- Benefit spend for Q1 is 1% below budget. Disease Management is still on hold pending resolution of the Law Department's privacy concerns.
- A customer service survey identified the indebtedness process as the process for which most the most dissatisfaction was expressed by our internal customers (25%). This process, however, is not owned by the Office of Human Resources.



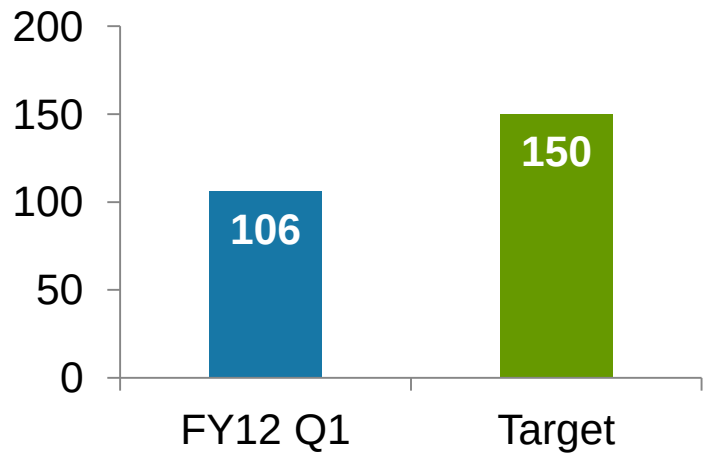
- The Shared Service Pilot began in July 2010 with eight departments: OHR, Procurement, Public Property, Records, Office of the Managing Director, Fleet, Civil Service Commission and Mural Arts.
- Starting in FY12 Q1, performance appraisals will be excluded to show operations related transactions only.

Source: Office of Human Resources

1.2 Percent of Certification Requests Processed within 2 Days Fiscal Year 2012, by Quarter



1.3 Average Number of Days between the Close of a Test and List Establishment Fiscal Year 2012, by Quarter, Cumulative



- ***2.1 – In order to hire for a vacancy, OHR must certify the top 2 candidates standing on an eligible list to the appointing authority. This is a customer service measure because a delay in providing the certification can delay hiring.***

Source: Office of Human Resources

2.1 Customer Satisfaction Survey Results

Total Surveyed: 42

Response Rate: 38%

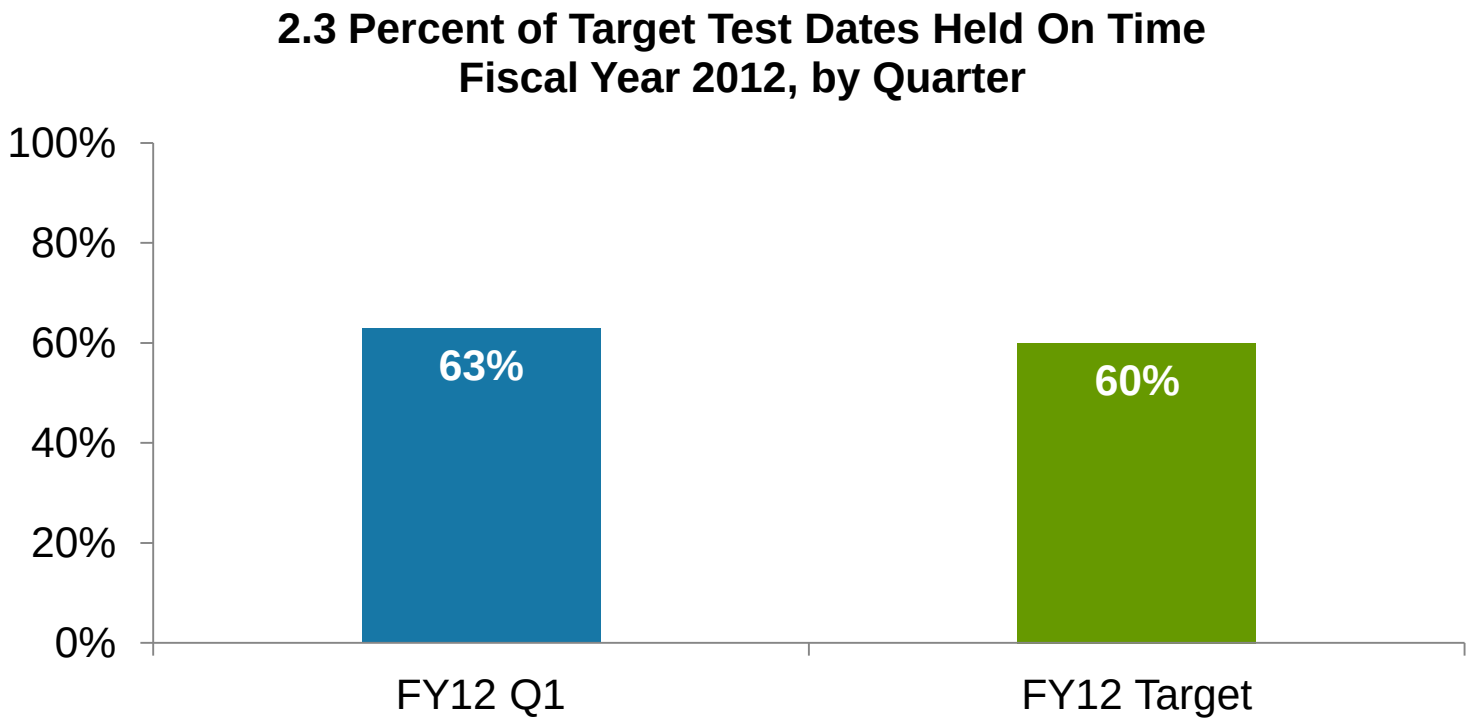
- ***Announcement is posted on agreed upon date***
  - 88% highly important
  - 56% highly satisfied, 44% neutral
- ***OHR staff is courteous***
  - 100% highly important
  - 81% highly satisfied, 19% neutral
- ***Timeliness of list published by agreed upon date***
  - 100% highly important
  - 44% highly satisfied, 6% highly unsatisfied, 50% neutral
- ***Certification within 48 hours***
  - 100% highly important
  - 75% highly satisfied, 25% neutral
- ***Prompt response to indebtedness check***
  - 94% highly important
  - 44% highly satisfied, 25% highly unsatisfied, 31% neutral
- ***Quality of eligible candidate who was hired/selected***
  - 100% highly important
  - 56% highly satisfied, 44% neutral

2.2 Customer Service Academy Training Fiscal Year 2012, Quarter 1

	City Avg.	Target	Actual YTD
Numbers Trained	8.25	10	15

- 42 OHR employees were registered for the Total Training Network virtual training.
  - 19 out of 42 users completed at least one course (45%)
  - 5 out of 42 users took a course they have not yet completed (12%)
- 43 courses were completed (24 hours of training time total).
- 63 tests were taken, 45 tests were passed (71%)

Sources: Office of Human Resources, Philly 311



- In the civil service, candidates cannot be hired for open positions unless a list has been established.
- 2.4 Data is a lagging indicator because it is accounted for in the fiscal year the exam was held. FY10 average = 160 days.

Source: Office of Human Resources

Office of Human Resources

FINANCE	FY12	FY12 Q1		% of FY12 Approp. Spent, YTD	% Difference from FY12 Q1 Projection
General Fund Appropriations/Obligations, Current					
Total target appropriations	5,123,760	1,310,937			
Total obligations	-	1,310,937		26%	0%
Class 100	FY12	FY12 Q1			
Target Budget	4,236,758	857,024			
Obligations	-	857,024		20%	0%
Class 200	FY12	FY12 Q1			
Target Budget	822,070	447,927			
Obligations*	-	447,927		54%	0%
Class 300	FY12	FY12 Q1			
Target Budget	63,832	5,985			
Obligations	-	5,985		9%	0%
Class 400	FY12	FY12 Q1			
Target Budget	1,100	0			
Obligations	-	0		0%	0%
General Fund Overtime	FY12	FY12 Q1			
Total target overtime appropriations	49,714	49,714			
Total target overtime obligations	-	11,031		22%	
General Fund Revenues	FY12	FY12 Q1		Total Revenues Fiscal Year to Date	
Total target revenues	0	0			
Total actual revenues	-	2,640		2,640	
Benefits	FY12	FY12 Q1		% of FY12 Approp. Spent, YTD	
Total target appropriations	84,000,000	21,000,000			
Total obligations	-	20,800,000		25%	0%

Note: Benefits spending is the total City Administered Plan gross fringe benefit payments (including claims, premiums and administration) for medical, prescription, dental and vision insurance.

- Obligations were within FY12 Q1 budget plan.
- 26% of total appropriations have been spent or encumbered.
- 22% of total overtime appropriations were spent.

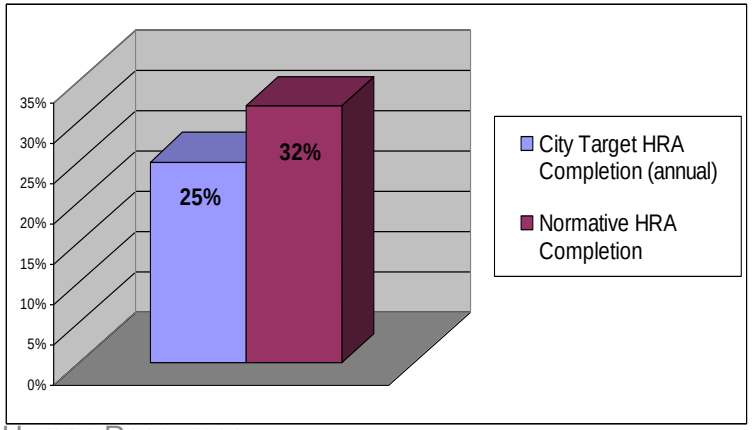
% Diff. from FY12 Q1 Projection	
	5% and below
	6% - 10%
	11% and above

Source: Budget Department, 10th of the Month Report

Benefits

- Disease/Health Management Program remains delayed over unresolved privacy issues.
- Wellness Program implemented for the Fall of 2011
  - Efficiency Measure: Percent of Health risk assessments (HRA) completed.
    - FY12 Target is 25% (of total benefit eligible population).
- Received Administration and Civil Service approval for contribution changes for calendar year 2012 tied into financial incentives for employee wellness participation.
- Incentives: Not subject to benefit contribution increase and entered into free health care raffle if employee does BOTH of the following two steps:
  - ❑ STEP 1 -- Receive health screening at worksite
  - ❑ STEP 2 -- Complete on-line health assessment

Employers who tied HRA completion to benefit contributions experienced 26% - 38% completion rates.



Source: Office of Human Resources

Fiscal Year 2012, Quarter 1

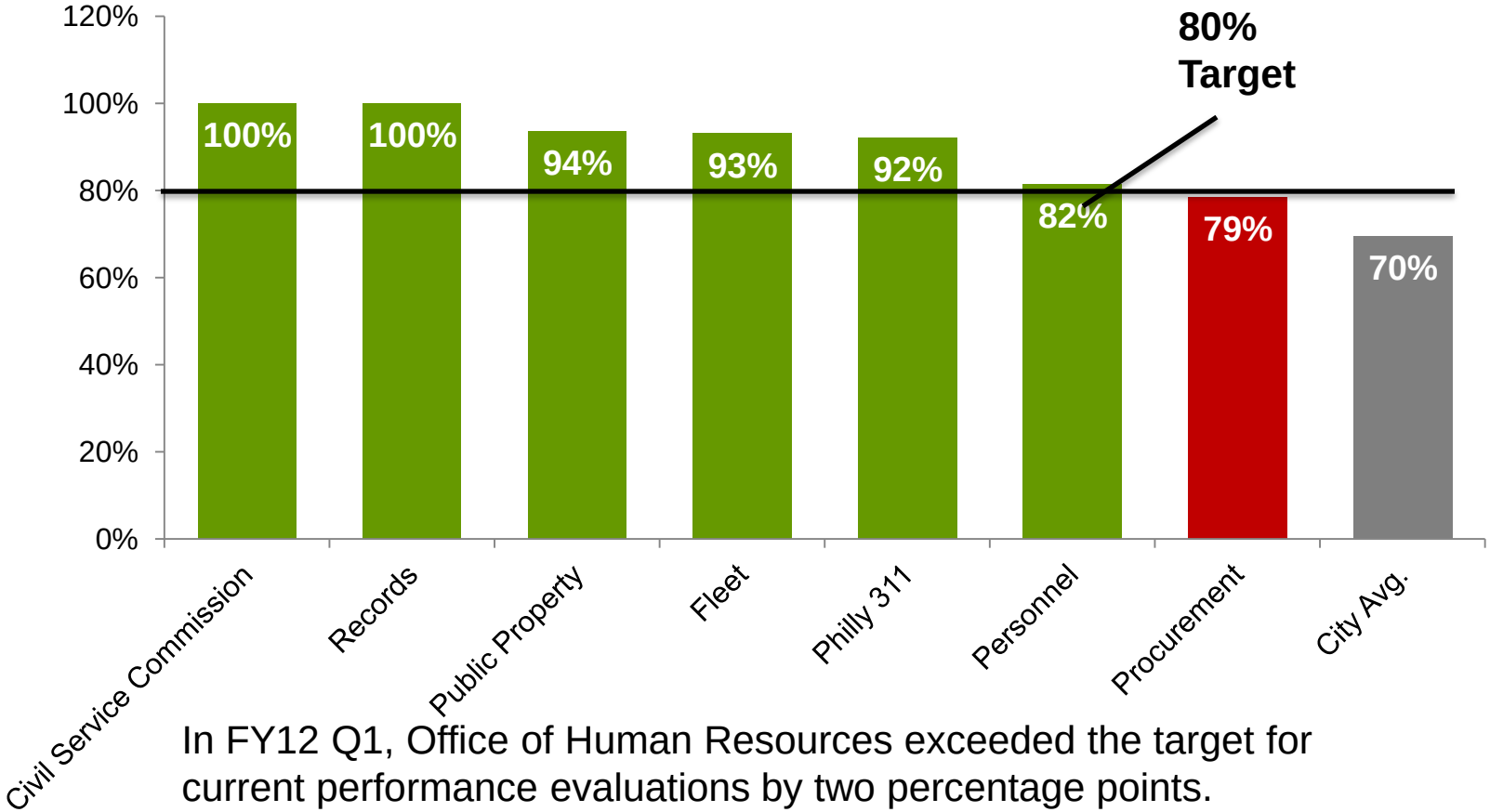
Project Name	Description	Status	Target Delivery Date
Time and Labor	Automated employee time collection, review & approval	Partial deployment already performed.	Pending prioritization.
Document Management, Paper Reduction, Workflow	Business Process Reengineering	Business Analysis to be performed	Pending prioritization.
PeopleAdmin	Web-based recruitment, test scoring & list mgmt tool.	Process redesign and set up in progress.	To be completed by the end of FY 2012.

Source: Office of Innovation and Technology

Office of Human Resources			
HUMAN RESOURCES	**FY12 Target**	**FY12 Q1**	**% Diff. from Target**
Total Budgeted Positions			
General Fund	82	73	-11%
Number of Vacancies			
General Fund		9	
Undocumented Sick Leave			
OHR, All funds, per capita, in days		0.50	
City, All funds, per capita, in days		0.97	
Retirement Eligible (Not in DROP)			
General Fund		11	
Retirement Eligible (Enrolled in DROP)			
General Fund		7	

Source: Office of Human Resources, Budget Department10th of the Month Report

5.1 Percent of Civil Service Employees with Current Performance Evaluations, Shared Services vs. City Fiscal Year 2012, Quarter 1



In FY12 Q1, Office of Human Resources exceeded the target for current performance evaluations by two percentage points.

Source: Office of Human Resources

Succession Planning Timeline

Phase	Description	Deadline	Comments/Status
Phase I	Identifying Critical Positions	1/15/11	Complete.
Phase II	Determine Core Competencies for Critical Positions	3/15/11	Complete.
Phase III	Identify and Evaluate Potential Successors	4/15/11	Complete.
Phase IV	Generate and Implement Development Plans	Spring 2012	Delayed pending hiring of Organizational Development Manager
Phase V	Develop, Monitor, Review	Ongoing	

Source: Office of Human Resources

Key Wins

- Exceeded Customer Service goal on Target Test Dates. Time to produce eligible list down significantly.
- YTD FY health care spending is tending 1% below our FY12 Budget. Bear in mind that the Fringe Benefit Budget was held at $84M annually while health care cost in this region are trending at 11%.
- Published 99 eligible lists in FY12 Q1. We currently have 506 eligible lists available to use.
- In FY12 Q1, the Shared Services Division facilitated the hiring of 34 new employees:
  - Fleet Management, 6 employees
  - MDO, 16 employees
  - Mural Arts, 1 employee
  - OHR, 4 employees
  - Procurement, 1 employee
  - Public Property, 6 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 decision on ERP
  - 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
  - Difficulties implementing new test management system.

Employee of the Quarter

Michael Tsang

Over the last several years, OHR has been transitioning from our 20 year old test management system to our new on-line application, test management and list maintenance system. Mike Tsang has led that project.

His combination of technical and business process knowledge and creativity was essential in overcoming a myriad of technical obstacles that arose from the uniqueness of our civil service requirements. Moreover, Mike never lost sight of the need to ensure that the new system had the checks and balances necessary to ensure that civil service integrity and transparency would be embedded in the system for future users.

While Mike prefers avoiding the spotlight and will be the first to tell you that this success was a team effort, OHR recognizes that his leadership was essential to upgrading OHR's core infrastructure. We express our deepest appreciation to Mike Tsang.

Source: Office of Human Resources

Core Mission

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Contact Us!

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- Find us online at www.phila.gov/phillystat
- Email us at phillystat@phila.gov

Appendix

- **Operations**
  - ***Percent of transactions completed correctly the first time, shared services vs. City*** calculated as: number of transactions completed correctly the first time divided by total transactions.
  - ***Paycheck adjustment rate*** calculated as: number of paychecks completed without subsequent adjustment divided by total paychecks processed.
  - ***Percent of civil service employees with current performance evaluations, shared services vs. City*** calculated as: number of civil service employees per department with current performance evaluations within the time period divided by the total number of civil service employees in the department. Citywide is calculated as total number of civil service employees with current performance evaluations within the time period divided by total number of civil service employees.
- **Customer Service**
  - ***Percent of certification requests processed within 2 days*** calculated as: number of certifications processed within 2 days, divided by total number of certifications processed.

Appendix

- **Customer Service (cont.)**
  - ***Average number of days between the close of a test and list establishment*** is cumulative each quarter. Data is accounted for in the fiscal year the test was held.
  - ***Percent of target test dates held on time*** calculated as number of tests held on time divided by total tests held. Metric first introduced in Fall 2010.
- **Finance**
  - ***Target appropriations*** is the budget amount departments anticipate spending, given their total appropriations, (i.e. fiscal quarter year to date, fiscal year). Targets are set by departments and the Budget Department in partnership. Annual targets are set after annual budget is adopted.
  - ***Obligations*** are total department expenditures and encumbrances.
  - ***Spending classes*** included are Class 100 (Personnel), Class 200 (Purchase of services), Class 300 (Materials and supplies) and Class 400 (Equipment).
  - ***Overtime*** includes regular and holiday overtime.
  - ***Benefit spending*** is the total City Administered Plan gross fringe benefit payments (including claims, premiums and administration) for medical, prescription, dental and vision insurance.

Appendix

- **Finance (cont.)**
  - ***High claims spend analysis, and High claim enrollment analysis*** are payment per capita from medical claims (medical administrative costs are not included).
- **Human Resources**
  - ***Number of full-time employees*** are all funds.
  - ***Average undocumented sick days used per employee per quarter*** is calculated as the sum of paid undocumented and unpaid undocumented sick leave, divided by the number of employees, divided by 8 (hours in the work day). Employee count does not include Police, Fire, First Judicial District, District Attorney, Register of Wills, City Controller, Sheriff and City Commissioner.