

**DEPARTMENT  
NAME**

Human Resources Department

**DEPARTMENT  
MISSION**

The mission of the Human Resources Department is to provide human resources business and benefits products to:

- Metropolitan Government employees and agencies so they can provide quality government services, and
- Metropolitan Government retirees so they can receive the benefits to which they are entitled.

## STRATEGIC GOALS

- Goal One**      **HR Communication Commitment to Employees**  
By January 1, 2011, 95% of decision makers and employees have appropriate access to accurate and timely information and Human Resource data so they can be fully informed about key issues.
- Goal Two**      **HR Compliance Commitment**  
By January 1, 2011, 100% of Civil Service Departments will be certified/re-certified by the HR Department as compliant with rules, policies and regulations and other applicable laws.
- NOTE: This strategic goal for HR is pending.*
- Goal Three**      **HR Staffing Commitment**  
By January 1, 2011, 90% of Metro Civil Service Departments will state they are able to meet their recruitment and staffing needs and the Staffing and Recruitment Center employees demonstrated customer service about their expectations.
- Goal Four**      **HR Commitment to Cost Containment and Quality Benefits**  
By January 1, 2011, Metro Government will continue to provide quality benefit services and will ensure 90% of employees and retirees experience satisfactory services and resolutions with regard the their health, retirement and other benefit needs.

## **LINES OF BUSINESS**

### **Line of Business One – Purpose Statement**

#### **Metro Commitment to Fair Employment Practices**

The purpose of the Metro Commitment to Fair Employment Practices LOB is to provide compliance, reporting, consultation, administration products to Metro Government so they can be in compliance with employment laws and regulations.

#### **Key Result Measures-**

**#1 Civil Service Commission Administration-**  
Percentage of Human Resources recommendations made that are approved by the CSC

**#2 Metro Employee Benefit Board Administration-**  
Percentage of staff recommendations made that are approved by the MEBB

**#3 Labor Relations** – Percentage of management and Union representatives satisfied with the process of the resolution of employee labor concerns

**#4 Equal Employee Opportunity** - Percentage of employee complaints of harassment and discrimination that are addressed in 90 days or less

**#5 DRUG-FREE Workplace Program** - Percentage of drug tests completed in which the outcome was negative

### **Line of Business Two – Purpose Statement**

#### **Human Capital**

The purpose of the Human Capital LOB is to provide pay, benefits and placement products to Metro departments so they can attract retain and reward workforce.

#### **Key Result Measures –**

**#6 Compensation Development and**

**Administration** - Percentage of Departments that stated they received satisfactory customer service

**#7 Career Opportunities and Staffing Services**  
Percentage of department meeting the staffing needs.

**#8 Benefits** - Percentage of employees/retirees that received satisfactory customer service

**Line of Business Three – Purpose Statement**

**Workforce Development**

The purpose of the Workforce Development LOB is to provide Education and leadership development product to metro departments so they can maintain an informed and high performing workforce.

**Key Result Measures-**

**#9 Training Division** - Percentage of Departments and HR Coordinators that responded their employees received our training products and could demonstrate skills needed to do their jobs

**#10 Performance and Productivity Support –**  
Percentage of departments that stated they had the tools available to plan, evaluate and manage productivity and measure employee performance

**Line of Business Four – Purpose Statement**

**Strategic Consulting**

The purpose of the Strategic Consulting LOB is to provide HR Management Consultation, to provide planning and implementation products to Metro Government so they can achieve their agreed upon predetermined results.

**Key Result Measures-**

**#11 Project Consultation** - Percentage achieving their agreed upon predetermined results

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Metro Commitment to Fair Employment Practices LOB is to provide compliance, reporting, consultation, and administration products to Metro Government so they can be in compliance with employment laws and regulations.

**Program Name**

#1 Civil Service Commission Administration

**Program Purpose Statement**

The purpose of the Civil Service Commission Administration Program is to provide meeting and hearing administration, staff recommendations, and policy development and interpretation products to the Civil Service Commission so they can make informed decisions that are compliant with Civil Service rules and policies..

**Family of Measures: Result  
Measure(s)**

Percentage of Human Resources recommendations made that are approved by the CSC

**Family of Measures: Output  
Measure(s)**

Number of Commissions staff reports provided  
Number of Administrative Law Judge Hearings provided

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of Commissions staff reports expected  
Number of Administrative Law Judge Hearings expected

**Please list measures, if any, for this program that might be determined via a public survey.**

N/A

**Products**

Commissions staff reports  
Commission Recommendations  
Commission Agenda  
Appeal Order Documents  
Policy Approvals  
Commissions Hearings  
Civil Services Commissions Minutes  
Civil Services Commissions Rules/Policies  
Administrative Law Judge Hearings  
Civil Services Commissions Hearing Correspondence  
and record keeping  
Commissions staff reports  
Commission Recommendations  
Commission Agenda  
Appeal Order Documents  
Policy Approvals  
Commissions Hearings  
Civil Services Commissions Minutes  
Civil Services Commissions Rules/Policies  
Administrative Law Judge Hearings  
Civil Services Commissions Hearing Correspondence  
and record keeping

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Metro Commitment to Fair Employment Practices LOB is to provide compliance, reporting, consultation, administration products to Metro Government so they can be in compliance with employment laws and regulations.

**Program Name**

#2 Metro Employee Benefit Board Administration

**Program Purpose Statement**

The purpose of the Metro Employee Benefit Board Administration Program is to provide meeting and hearing administration, staff recommendations, and policy development and interpretation products to the Metro Employee Benefit Board so they can make informed decisions from the employee benefit system in accordance with the Charter, the Code of laws, bylaws and policies.

**Family of Measures: Result  
Measure(s)**

Percentage of staff recommendations made that are approved by the MEBB

**Family of Measures: Output  
Measure(s)**

Number of Board staff reports provided

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of Board staff reports expected

**Please list measures, if any, for this program that might be determined via a public survey.**

N/A

**Products**

Board staff reports  
Benefit Board Advisory Recommendations  
Board Recommendations  
Board Agenda  
Appeal Order Documents  
Policy Approvals  
Board Hearings  
Benefit Board minutes  
Benefit Board Rules and policies  
Board Hearing Correspondence and record keeping  
Board staff reports  
Bylaws  
Plan Documents  
Supporting documentation

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Metro Commitment to Fair Employment Practices LOB is to provide compliance, reporting, consultation, administration products to Metro Government so they can be in compliance with employment laws and regulations.

**Program Name**

#3 Labor Relations

**Program Purpose Statement**

The purpose of the Labor Relations Program is to provide advisory, interpretation and communication products to union representatives and management so they can experience a proactive partnership in the resolution of employee labor concerns.

**Family of Measures: Result  
Measure(s)**

Percentage of management and union representatives satisfied with the process of the resolution of employee labor concerns

**Family of Measures: Output  
Measure(s)**

Number of Labor inquiry responses

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of Labor inquiries expected

**Please list measures, if any, for this program that might be determined via a public survey.**

An annual survey will be sent to management and union representatives to gauge the satisfaction with the process of the resolution of employee labor concerns

**Products**

- Labor inquiries
  - Labor – MOU recommendations
  - Grievance Recommendations
  - Labor Mediation
  - Labor Phone Inquiries
  - Rule Interpretations
  - Labor Research

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Metro Commitment to Fair Employment Practices LOB is to provide compliance, reporting, consultation, administration products to Metro Government so they can be in compliance with employment laws and regulations.

**Program Name**

#4 Equal Employee Opportunity

**Program Purpose Statement**

The purpose of the Equal Employee Opportunity Program is to provide consultation, mediation and investigation products to Metro Government so it can ensure that employee complaints of harassment and discrimination are addressed in a timely manner.

**Family of Measures: Result  
Measure(s)**

Percentage of employee complaints of harassment and discrimination that are addressed in 90 days or less

**Family of Measures: Output  
Measure(s)**

Number of employee consultations

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of employee consultations expected

**Please list measures, if any, for this program that might be determined via a public survey.**

N/A

## **Products**

- Employee consultations
- Mediation Agreements
- Investigative Reports
- Attorney Consultation
- Correspondence
- EEO Demographic Report
- EEO Files
- EEO-4 Reports

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Metro Commitment to Fair Employment Practices LOB is to provide compliance, reporting, consultation, administration products to Metro Government so they can be in compliance with employment laws and regulations.

**Program Name**

#5 DRUG-FREE Workplace Program

**Program Purpose Statement**

The purpose of the Drug-Free Workplace Program is to provide education, training, and drug-testing products to all Metro Departments so they can maintain a work environment free from alcohol and drugs.

**Family of Measures: Result  
Measure(s)**

Percentage of drug tests completed in which the outcome was negative

**Family of Measures: Output  
Measure(s)**

Number of Drug tests completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of Random Drug tests expected to be completed in one year.

**Please list measures, if any, for this program that might be determined via a public survey.**

N/A

**Products**

- Drug Tests
- Substance Abuse Training Classes
- AWSI On-line Database Services
- Drug Test Results
- Drug Test Referrals
- Drug Test Bills
- Reasonable Suspicion Assessment Forms
- Substance Abuse Policies
- Drug Program Consultations
- Monthly Random Drug Test Selections
- Drug Program Compliance Monitoring
- Random Drug Testing Database

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Human Capital LOB is to provide pay, benefits and placement products to Metro departments so they can attract retain and reward workforce.

**Program Name**

#6 Compensation Development and Administration

**Program Purpose Statement**

The purpose of the compensation Development and Administration program is to provide compensation and resolution products to Metro departments and agencies so they can receive satisfactory services and resolutions with regards to compensation issues

**Family of Measures: Result  
Measure(s)**

Percentage of Departments that stated they received satisfactory customer service (**Key Result**)

Percentage of Metro pay grades and classifications that are within market based range of compensation

**Family of Measures: Output  
Measure(s)**

Number of compensation products recommended

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of compensation products requested

**Please list measures, if any, for this program that might be determined via a public survey.**

N/A

## Products

- Compensation Products
  - Pay plans
  - Compensation Compliance Reviews and Consultations
  - Functional Job Description Consultations
  - Incentive and Bonus Request Assessments and guides
  - Pay recommendations and compensation Approvals
  - Open Range Design Consultation and Performance Committees
  - Open Range approvals
  - Position Budgeting Consultation
  - Civil Services Commission Staff Reports
  - Compliance Administration
  - Reclassification Study Consultation
  - Targeting Classifications List
  - Organizational Chart maintenance
  - Position Audits
  - Salary Survey
  - Market Survey/Benchmarking
  - Payroll Communications
  - Telephone Inquiry Responses
  - Job Descriptions
  - Pay alignment recommendations to Management
- Strategic consultations
- Pay Administration
  - Payroll Assistance with FastNet to departments
  - Employment verification responses
  - Payroll Reports
  - Payroll Activity Updates for departments
  - Payroll Transaction approval
  - Pay plan books
  - Director Review Report (Mayor)
  - Compensation Activity Reports
  - Personnel Files
  - Pay Plan Web updates
  - Record Center Reports
  - New-Hire Report for the State
  - Non-exempt employees lists
  - Employee Pay Statistics Reports

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Human Capital LOB is to provide pay, benefits and placement products to Metro departments so they can attract retain and reward workforce.

**Program Name**

#7 Career Opportunities and Staffing Services

**Program Purpose Statement**

The purpose of the Career Opportunities and Staffing Services program is to provide quality recruitment services and products to Metro Departments and Agencies so they can meet their staffing needs in a timely manner while ensuring compliance with Civil Service.

**Family of Measures: Result  
Measure(s)**

Percentage of department meeting the staffing needs

**Family of Measures: Output  
Measure(s)**

Number of eligibility lists provided to departments

**Family of Measures: Demand  
Measure(s)**

Number of eligibility lists requested by departments

**Please list measures, if any, for this program that might be determined via a public survey.**

A survey will be sent to the department to the primary contact used for the recruitment after each recruitment. The survey will primarily measure:  
\_% of department meeting the staffing needs.

- Eligibility lists
  - Applicant Inquiry Responses
  - Recruitment Tracking
  - Background Check Reports
  - Special Recruitment Notification Letters
  - Behavior Assessment Report
  - Job Line
  - Promotion Notification Letters
  - Telephone Inquiry Responses
  - Job Fairs
  - Employee Consultation
  - Lay-off List
  - Salary Supplement Agreement
  - Applicant Tracking Reports
  - Position Development Consultations
  - Job Postings and Advertising
  - Applications and Resumes,
  - Test Development and Administration

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Human Capital LOB is to provide pay, benefits and placement products to Metro departments so they can attract retain and reward workforce.

**Program Name**

#8 Benefits

**Program Purpose Statement**

The purpose of the Benefits Program is to provide benefits services and resolution products that are accurate, timely, and professional to Metro employees and retirees so they can experience satisfactory services and resolutions with regard to their health, retirement, and other benefits.

**Family of Measures: Result  
Measure(s)**

Percentage of employees/retirees that received satisfactory customer service (**Key Result**)

Percentage of benefits products that are within market based ranges

**Family of Measures: Output  
Measure(s)**

Number of inquiry responses

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of inquiries

**Please list measures, if any, for this program that might be determined via a public survey.**

N/A

## Products

- Inquiry Responses
  - Benefit Consultations
  - Beneficiary Forms
  - New Hire Enrollment/Life Changes
  - Insurance Resolutions
  - Confirmation Statements
  - Life Insurance Claims
  - Death Process
  - Service/Disability/Disability to Service/Survivor/Vesting/Deferred Pensions
  - Pension Estimates
  - Frozen Earnings
  - Tax Exclusion Letters
  - Annual/Optional Benefits Enrollment
  - Case Management
  - Employee Assistance Program referrals and counseling
  - Return to Work Program
  
- Benefits Other
  - FASTnet Benefits Data Entry
  - Benefits Files
  - Medical Files
  - Life Insurance Plans
  - Insurance Carrier Reports/Electronic Carrier Feeds
  - COBRA
  - Annual Disability Pension Questionnaire Reports
  - Policies and Procedures
  - Medicare Letters
  - Vesting Notification
  - Dependent Child Benefit
  - STD/LTD Payroll Verification
  - Batch Report
  - Age Reports
  - World Writer Reports
  - Actuary Information Consults
  - Waiver of Premium
  - Deceased Berwyn Report
  - Returned Mail

## PROGRAM

**Line of Business Purpose Statement** The purpose of the Workforce Development LOB is to provide Education and leadership development product to metro departments so they can maintain an informed and high performing workforce

**Program Name** #9 Training

**Program Purpose Statement** The purpose of the Training Division Program is to provide educational and professional development products to Metro Departments so they can provide better services to the public.

**Family of Measures: Result Measure(s)** Percentage of Departments and HR Coordinators that responded their employees received our training products and could demonstrate skills needed to do their jobs **(Key Result)**

Percentage employees that responded our training products assisted them in providing the skills needed to do their jobs

**Family of Measures: Output Measure(s)** Number of training classes delivered

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand Measure(s)** Number of training classes demanded

**Family of Measures: Efficiency Measure(s)** Expenditure per training class

**Please list measures, if any, for this program that might be determined via a public survey.**

## Products

- Mandatory Training Classes
  - Employees, Board and Commission training
  - Mandatory Training Schedule
  - Training Management Systems Records
  - New Hire Orientation
  - Mandatory Training Curriculum

Mandatory Training Safety Training Certifications  
And

- Training class
  - Open Enrollment Training (with HR Coordinators)
  - Training Budget Consultations
  - Training Schedules
  - Curriculum
  - Training Assessment Reports
  - Financial Planning Classes
  - Professional development training classes
  - Instructor evaluation summary report
  - Metropolitan Management Institute /University of Tennessee certificate program
  - Health issues training classes
  - Training Presentations
  - Training Certificates
  - Training Provider Identification and referrals

Training Catalogs

Service Awards

## PROGRAM

**Line of Business Purpose Statement** The purpose of the Workforce Development LOB is to provide Education and leadership development product to metro departments so they can maintain an informed and high performing workforce

**Program Name** #10 Performance and Productivity Support

**Program Purpose Statement** The purpose of the Performance and Productivity Support Program is to provide performance management products to Metro Departments and Agencies so they can complete employee performance evaluations in a timely manner.

**Family of Measures: Result Measure(s)** Percentage of employee performance evaluations submitted in a timely manner

**Family of Measures: Output Measure(s)** Number of evaluations completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand Measure(s)** Number of evaluations expected to be completed

**Family of Measures: Efficiency Measure(s)** Expenditure per performance evaluation

**Please list measures, if any, for this program that might be determined via a public survey.**

**Products**

- Performance Evaluation Training Classes
  - Performance Evaluation Training course curriculum
  - Performance Evaluation Forms
  - Performance Evaluation Guidelines
  - Supervisory Training

## PROGRAM

**Line of Business Purpose Statement** The purpose of the Strategic Consulting LOB is to provide HR Management Consultation, planning and implementation products to Metro Government so they can achieve their agreed upon predetermined results.

**Program Name** #11 Project Consultation

**Program Purpose Statement** The purpose of the Project Consultation Program is to provide HR management consultation, planning and implementation products to Metro Government so they can achieve the agreed upon predetermined results.

**Family of Measures: Result Measure(s)** Percentage achieving their agreed upon predetermined results

**Family of Measures: Output Measure(s)** Number of project consultations delivered

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand Measure(s)** Number of project consultations anticipated to be demanded

**Family of Measures: Efficiency Measure(s)** Expenditure per project consultation  
Expenditure per % achieving agreed upon predetermined results

**Please list measures, if any, for this program that might be determined via a public survey.**N/A

## Products

- Project Consultations
  - Budget Presentation and consultation
  - Operation Implementation, recommendation and review
  - Department Representation (Liaison)
  - Organization development and organizational review consultation
  - Policy and Procedure Manual
  - Change Implementation
  - Management Consultation
  - Organizational designs
  - Policy Recommendations and Consultations
  - Information Booklet – Special Projects
  - Reports for the study and formulations Committee
  - Research Reports
  - Benefit Board Election Results
  - Project Management Report
  - Auditor Responses
  - Investigative Reports
  - Research Reports
  - Employee Special Projects
    - Employee Blood Drive Donations
    - Employee MECCC Donations
    - Lee Denim Day Donations (Komen Foundation)
    - Second Harvest Food Drive

## PROGRAM

**Line of Business  
Purpose Statement**

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers

**Program Name**

Executive Leadership

**Program Purpose Statement**

The purpose of the Executive Leadership program is to provide business policy and decision products to the General Services department so it can deliver results for customers.

**Family of Measures: Result  
Measure(s)**

Percentage of departmental key results achieved (**Key Result**)

Percentage of employees saying they use performance data as a regular part of their decision-making process

**Family of Measures: Output  
Measure(s)**

Does not include designated products

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

- Does not include designated products