

**Final Business Plan**

**Line of Business: Human Resources**

**Date of Final Changes: January 30, 2023**

**Final Review Date: January 31, 2023**

# HUMAN RESOURCES DEPARTMENT

## *Strategic Business Plan*

<i>Mission Statement</i>
<i>The Mission of the Human Resources Department is to provide Recruitment, Benefits, Labor Relations, Workforce Support, Professional Development, and Compliance Services to the City of Las Cruces organization so they can hire and retain employees, maintain productivity, and accomplish their goals and objectives.</i>
<i>Issue Statements</i>
<p><b><u>Issue 1</u> - The ineffective use of technology, both internally for Human Resources and organizationally, if not properly addressed, will result in:</b></p> <ul style="list-style-type: none"> <li>• Departments and employees not accessing available information</li> <li>• Increased customer service/response time</li> <li>• Increased data entry errors</li> <li>• Delayed processes</li> <li>• Decreased productivity</li> <li>• Increased gaps in skill level</li> </ul>
<p><b><u>Issue 2</u> - The inconsistent application of city-wide Personnel policies, if not addressed, will result in:</b></p> <ul style="list-style-type: none"> <li>• Increases in the reoccurrence of issues without resolution</li> <li>• Decreased management credibility</li> <li>• Increased employee turnover</li> <li>• Decreased department compliance</li> <li>• Decreased employee engagement</li> </ul>
<p><b><u>Issue 3</u> - The continued lack of employee knowledge of utilization options of their healthcare benefits, if not addressed, will result in:</b></p> <ul style="list-style-type: none"> <li>• Increased healthcare cost</li> <li>• Decreased benefit options</li> <li>• Increased sick leave usage</li> <li>• Decreased department productivity</li> <li>• Negative impact to recruitment and retention</li> </ul>

**Issue 4 - The continued inconsistencies with the city-wide hiring process, if not addressed, will result in:**

- Delayed hiring
- Loss of qualified candidates
- Ineffective use of managers' time
- Increased legal challenges
- Decreased employee moral/engagement
- Ineffective use of resources

**Issue 5 - The continued reluctance of employees to seek assistance from Human Resources with personal and workplace challenges, if not properly addressed, will result in:**

- Noncompliant departments
- Decreased productivity
- Increased stress, healthcare costs, and leave utilization
- Legal challenges
- Decreased overall health and well-being of employees
- Potential for violence in the workplace
- Potential for bullying in the workplace
- Increased employee turnover

**Issue 6 - The continued use of ineffective and untimely communication efforts, if not addressed, will result in:**

- Increased customer service response time
- Misinformation and confusion
- Loss of productivity
- Loss of benefits and coverage
- Lack of knowledge
- Strained relationships

**Issue 7 - The continued lack of perceived value of Human Resources training opportunities provided to departments, if not properly addressed, will result in:**

- Workforce skill gaps
- Lack of employee engagement
- Noncompliant workforce
- Noncompetitive workforce


*Strategic Results*

**Strategic Result 1 - City of Las Cruces Departments will effectively utilize Human Resource related technical resources as evidenced by:**

- By 12/31/2022, personnel action workflows will be reviewed and evaluated to determine if updates can be made to improve efficiencies.
- By 12/31/2022 Reimplementation of NEOGOV to expand functionality and improve efficiencies will begin.

Aligned with Issue Statements 1,4,5,6

**Strategic Result 2 - City of Las Cruces Departments will participate in Human Resource compliance and professional development training opportunities as evidenced by:**

- By 07/01/2022, a policy will be drafted and approved outlining the reoccurrence for compliance training.
- By 12/31/2022, the following training courses will be adapted into virtual courses: Alcohol and Drug Policy Responsibilities, Americans with Disabilities (ADA) , Ethics and Conflict of Interest, ESS, Family Medical Leave Act (FMLA), Harassment Prevention, Hiring Process, Managing Employee Performance, and Performance Appraisals.
- By 7/1/2023, 100% of employees attending HR CORE trainings will be surveyed for satisfaction with compliance training opportunities.
- By 12/31/2023, 85% of employees will complete approved compliance training.
- By 12/31/2023, 100% of supervisors will successfully complete approved compliance training.

Aligned with Issue Statements 1, 2, 7

**Strategic Results 3 - City of Las Cruces Departments, employees, and job applicants will experience effective communications from Human Resources, as evidenced by:**

- Employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations.
- Semiannually Human Resources will send reminders to employees that their records should be reviewed and updated for accuracy such as: phone number, address, email, emergency contacts and PERA beneficiaries.
- By 6/30/2022, a Limited English Proficiency (LEP) Plan will be fully developed and implemented.
- By 12/31/2022, a review of the CLC Personnel Manual will be initiated to identify and recommend updates and changes.
- By 12/31/2023, 90% of surveyed respondents agree that Human Resources adequately communicates changes in City benefits.

- By 12/31/2023, 90% of surveyed respondents agree that Human Resources provides information that is accurate and timely.

Aligned with Issue Statements 1,2,3,5,6

**Strategic Result 4 - City of Las Cruces Departments will experience consistent and expedient hiring processes throughout the organization as evidenced by:**

- By 6/30/2022 Human Resources will establish positions for the Evergreen Recruitment Program.
- By 7/1/2022 the Evergreen Recruitment Program will begin.
- By 9/30/2023, functionality for reporting on selection processes will be reviewed during reimplementation to provide more detailed and accurate data and reporting.
- By 12/31/2023, 80% of recruitments will have tentative offers made within 10 weeks after position posting is closed.

Aligned with Issue Statements 1,2,4,5,6,7

**Strategic Result 5 - The City of Las Cruces employees and their families will understand the benefits available to them through the Employee Assistance Program (EAP) as evidenced by:**

- By 07/01/2022, 100% of Departments will have received presentations regarding all EAP services available, and annual recurrences will be scheduled.
- By 07/01/2022, the EAP will issue a quarterly summary of employee reported outcomes after EAP use.
- By 12/31/2022, 90% of employees surveyed will report that they understand the EAP services offered by the City.

Aligned with Issue Statements 3,5,6,7

**Strategic Result 6 - Employees of The City of Las Cruces will be active participants in their healthcare choices as evidenced by:**

- By 12/31/2022, establish benchmark of employees that are satisfied with value of benefits offered.
- By 12/31/2023 90% of employees surveyed will report that they are knowledgeable about their healthcare benefits.

Aligned with Issue Statements 1,3,5,6,7

**Strategic Result 7 - City of Las Cruces Departments will experience increased retention and productivity of employees as evidenced by:**

- By 7/1/2022 a full Class and Compensation study will be initiated.
- By 12/31/2022, Retention rates of employees voluntarily leaving service with 5 years or less tenure will be measured to establish benchmarks for retention strategies.
- By 12/31/2023, Human Resources will develop a survey to assess the reasons employees maintain employment with the City of Las Cruces.

Aligned with Issue Statements 1,2,4,5,6,7

**Strategic Results 8 – The City of Las Cruces employees will understand the benefits available to them through the EEO and ADA office as evidenced by: ▶**

- By 6/30/2022, 85% of employees surveyed will report they are aware of the City's Discrimination and Harassment policy and the process for filing a complaint.
- By 6/30/2022, 85% of employees surveyed will report they are aware of the City's Americans with Disabilities Act and the ADA Restoration Act Policy and how to request an accommodation.
- By 6/30/2022, 85% of surveyed employees will agree or strongly agree that their workplace is one where policies are consistently and fairly applied.
- By 12/30/2022 Human Resources will develop a Diversity and Inclusion Program to improve diversity awareness and inclusion within the City's workforce.
- By 1/15/2023, EEO and ADA will have an interactive presence on the City's Share Point site.
- By 12/30/2023 Human Resources will develop training on City work rules and promote civility in the workplace to reduce the number of bullying complaints/allegations received by the EEO office.

Align with Issue Statements, 2, 5, 6

<i>Department Organization</i>	
1.	<b><i>Line of Business: Office of the Director</i></b>
	<ul style="list-style-type: none"> <li>• <b>Program:</b> Administration</li> </ul>
2.	<b><i>Line of Business: Employee Support</i></b>
	<ul style="list-style-type: none"> <li>• <b>Program:</b> Benefits Program</li> <li>• <b>Program:</b> Process and Compliance Training</li> </ul>
3.	<b><i>Line of Business: Organizational Support</i></b>
	<ul style="list-style-type: none"> <li>• <b>Program:</b> Workforce Wellbeing</li> <li>• <b>Program:</b> Workforce Compliance</li> <li>• <b>Program:</b> Information Management</li> <li>• <b>Program:</b> Recruitment and Selection</li> </ul>

<i>Line of Business: Office of the Director</i>	
Purpose Statement	The purpose of the <b>Office of the Director</b> line of business is to provide strategic planning, administrative, financial, communications and leadership services to Human Resources Department Employees and Executive Management so they can effectively contribute to the goals of the organization and the Human Resources Department.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of the <b>Administration</b> program is to provide strategic planning, administrative, financial, communications and leadership services to Human Resources Department Employees and Executive Management so they can effectively contribute to the goals of the organization and the Human Resources Department.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 7/1/2022, a full Class and Compensation study will be initiated.</li> <li>• By 12/31/2022, a review of the CLC Personnel Manual will be initiated to identify and recommend updates and changes.</li> <li>• By 12/31/2023, 90% of surveyed respondents say Human Resources provides information that is accurate and timely.</li> <li>• 85% Departmental Operational Results Achieved</li> <li>• 75% of Human Resources Data Audit Reviews achieved 95% accuracy</li> <li>• Each fiscal year 85% of employees will participate and complete a minimum of 4 professional development courses in addition to those required by City Policy.</li> <li>• Each fiscal year recurring Human Resources projects will have outlined processes and specific deliverables and timelines established.</li> <li>• Employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations.</li> <li>• No less than quarterly, Human Resources will review and maintain current information available on the Human Resources public website.</li> <li>• No less than quarterly, Human Resources will review and maintain current information available to departments through SharePoint communications and uploaded documents.</li> <li>• Semiannually Human Resources will send reminders to employees that their records should be reviewed and updated for accuracy such as: phone number, address, email, emergency contacts and PERA beneficiaries.</li> </ul>



	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Data Audit Reviews Completed</li> <li>• # Unemployment Hearings Completed</li> <li>• # HR CORE Training Sessions completed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Data Audit Reviews Requested</li> <li>• # Unemployment Hearings Requested</li> <li>• #HR CORE Training Sessions Requested</li> </ul>
<p>Program Services</p>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Budget Reports</li> <li>• Competency Plans</li> <li>• CORE Human Resources Compliance Training Sessions: Americans with Disabilities Act (ADA), Customer Service, Drug and Alcohol Awareness, Ethics, Fair Labor Standard Act (FLSA), Family Medical Leave Act (FMLA), Harassment Prevention, Hiring and Selection, Performance Appraisal and Performance Management</li> <li>• Council Action Packets</li> <li>• Data Audit Review</li> <li>• Document Notarizations</li> <li>• Email Notifications</li> <li>• Email Responses</li> <li>• Employee Agreements</li> <li>• Employee Appraisals</li> <li>• Employee Development Plans</li> <li>• Employee Records</li> <li>• Expenditure Approvals</li> <li>• Expenditure Reconciliations</li> <li>• Hiring and Staff Development: New Hire Training and Coordination, ADA, Benefits, Customer Service, Alcohol and Drug Policy Responsibilities, Family Medical Leave Act, Ethics, Harassment Prevention</li> <li>• Payroll Training Sessions</li> <li>• Performance Consulting Sessions</li> <li>• Policy Development and Interpretation</li> <li>• Requests for Proposals and Vendor Services</li> <li>• Records Retention</li> <li>• Special Projects</li> <li>• Standard Operating Procedures</li> <li>• Succession Plans</li> <li>• Surveys</li> <li>• Training Compliance Reports</li> </ul>

	<ul style="list-style-type: none"> <li>• Unemployment Hearings</li> </ul>
Program Manager	Human Resources Director
Program Budget	

<i>Line of Business: Employee Support</i>	
Purpose Statement	The purpose of the <b>Employee Support</b> line of business is to provide benefits and development services to City of Las Cruces Employees so they can increase their skills and actively contribute to an engaged workplace.
<i>Program: Benefits Program</i>	
Program Purpose Statement	The purpose of the <b>Benefits Program</b> is to provide health benefits, well-being, recognition, and rewards services to City of Las Cruces Employees, so they can actively contribute to an engaged workplace.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 12/31/2022, establish benchmark of employees that are satisfied with value of benefits offered.</li> <li>• By 12/31/2022, Retention rates of employees voluntarily leaving service with 5 years or less tenure will be measured to establish benchmarks for retention strategies.</li> <li>• By 12/31/2023, Human Resources will develop a survey to assess the reasons employees maintain employment with the City of Las Cruces.</li> <li>• By 12/31/2023, 90% of employees surveyed will report that they are knowledgeable about their healthcare benefits.</li> <li>• By 12/31/2023, 90% of surveyed respondents say Human Resources adequately communicates changes in City benefits.</li> <li>• 80% of eligible Employees Enrolled in at least 1 Voluntary Benefit Program</li> <li>• 90% of Departments Utilizing the Employee Rewards and Recognition Program</li> <li>• 95% Family Medical Leave Eligible Responses Delivered Within 5 days of Reported Event</li> <li>• 90% of Employees say they are aware of the benefits information available to them on CityNet</li> <li>• 60% of employee arrears will be collected within 12 months of the first use of Leave Without Pay</li> </ul>

	<ul style="list-style-type: none"> <li>• % of employees utilizing Tuition Reimbursement Program met 1 year retention with City of Las Cruces</li> <li>• % of employees utilizing Tuition Reimbursement Program met 3 years retention with City of Las Cruces</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Employees Enrolled in City benefits</li> <li>• # 5-year Service Awards Received</li> <li>• # Family Medical Leave Applications Processed</li> <li>• # of Tuition Reimbursement Requests Processed</li> <li>• # of enrollees by plan processed</li> <li>• # of employees with completed arrears payments</li> <li>• # of employees receiving 5-year service awards that utilized the Tuition Reimbursement Program</li> <li>• \$ Amount Tuition Reimbursement Paid</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Employees Eligible for City benefits</li> <li>• # Employees with less than 5 years of Service</li> <li>• # Family Medical Leave Requests</li> <li>• # of Tuition Reimbursement Requests Received</li> <li>• # of enrollments by plan received</li> <li>• # of employees on arrears</li> <li>• # of employees with less than 5 years of service utilizing Tuition Reimbursement Program</li> <li>• \$ Amount Tuition Reimbursement Requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program Expenditure Per Employee Enrolled in City benefits</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Benefit Training Information Sessions</li> <li>• Benefit Plan Enrollments</li> <li>• Claims Payments</li> <li>• Cobra Insurance Notifications</li> <li>• Employee Benefits System Set Ups</li> <li>• Employee Reward and Recognition Program Management</li> <li>• Family Medical Leave Act Review and Compliance</li> <li>• Health &amp; Wellness Fairs</li> <li>• Premium Payments</li> <li>• Return to Work Documents and Releases</li> <li>• Sick Leave Bank Program Management</li> <li>• Tuition Reimbursement</li> <li>• Utilization Reviews</li> </ul>

	<ul style="list-style-type: none"> <li>• Years of service notifications</li> </ul>
Program Manager	Benefits Coordinator
Program Budget	


<i>Line of Business: Employee Support</i>	
Purpose Statement	The purpose of the <b>Employee Support</b> line of business is to provide benefits and development services to City of Las Cruces Employees so they can increase their skills and actively contribute to an engaged workplace.
<i>Program: Process and Compliance Program</i>	
Program Purpose Statement	The purpose of the Process and Compliance Training program is to provide training services to City of Las Cruces Employees so they can increase knowledge, skills and *policy awareness while engaging in a culture of personal and professional growth.  <i>*HR CORE Compliance courses include applicable City policy training.</i>
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• By 07/01/2022, a policy will be drafted and approved outlining the reoccurrence for compliance training.</li> <li>• By 12/31/2022, the following training courses will be adapted into virtual courses: Alcohol and Drug Policy Responsibilities, Americans with Disabilities (ADA), Ethics and Conflict of Interest, ESS, Family Medical Leave Act (FMLA), Harassment Prevention, Hiring Process, Managing Employee Performance, and Performance Appraisals.</li> <li>• By 7/1/2023, 100% of employees attending HR CORE trainings will be surveyed for satisfaction with compliance training opportunities.</li> <li>• By 12/31/2023, 85% of employees will complete approved compliance training.</li> <li>• By 12/31/2023, 100% of supervisors will successfully complete approved compliance training.</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # HR CORE Training Sessions completed</li> </ul>

	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # HR CORE Training Sessions Requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program Expenditure Per Development plan completed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• CORE Human Resources Compliance Training Sessions: Americans with Disabilities Act (ADA), Customer Service, Drug and Alcohol Awareness, Ethics, Fair Labor Standard Act (FLSA), Family Medical Leave Act (FMLA), Harassment Prevention, Hiring and Selection, Performance Appraisal, and Performance Management</li> <li>• New Hire Training and Coordination: ADA, Benefits, Customer Service, Alcohol and Drug Policy Responsibilities, Family Medical Leave Act, Ethics, and Harassment Prevention</li> <li>• Administration and management of various platforms used for training, development, and recruitment and selection.</li> <li>• Payroll Training Sessions</li> <li>• Training Compliance Reports</li> </ul>
Program Manager	Senior Human Resources Analyst
Program Budget	

<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the <b>Organizational Support</b> line of business is to provide workforce support, Human Resources information management, and recruitment and selection services to City of Las Cruces Departments so they can contribute to a positive working environment, make informed decisions, and conduct recruitment and selection processes consistent with applicable policies, procedures and regulations.
<i>Program: Workforce Wellbeing Support Services</i>	
Program Purpose Statement	The purpose of the <b>Workforce Wellbeing</b> program is to provide information, guidance, counseling and coaching to City of Las Cruces management, employees, and their family members so they can perform optimally in accordance with applicable policies and regulations.

Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• By 07/01/2022, 100% of Departments will have received presentations regarding all EAP services available, and annual recurrences will be scheduled.</li> <li>• By 07/01/2022, the EAP will issue a quarterly summary of employee reported outcomes after EAP use.</li> <li>• By 12/31/2022, 90% of employees surveyed will report that they understand the EAP services offered by the City.</li> <li>• On quarterly intervals EAP will offer Emotional Wellness related presentations</li> <li>• Quarterly EAP will offer a SharePoint bulletin for employees on topics addressing current issues.</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # EAP Outcome Surveys completed</li> <li>• # of EAP employee/family member counseling sessions completed</li> <li>• # of EAP supervisory/manager consulting and coaching sessions</li> <li>• #EAP Outcome Measures Complete</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # EAP Outcome Surveys requested</li> <li>• # of EAP employee/family member counseling sessions requested</li> <li>• # of EAP supervisory/manager consulting and coaching sessions requested</li> <li>• # EAP Outcome Measures requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program Expenditure Per Case</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Conflict Resolution</li> <li>• Coordination and Support for Boards and Committees</li> <li>• Data Point Calculations</li> <li>• Discipline Consultations</li> <li>• Alcohol and Drug Policy Compliance Training Activity</li> <li>• EAP Utilization Report</li> <li>• EAP Satisfaction and Outcome Measurement Surveys</li> <li>• EAP Information Sessions</li> <li>• Financial Counseling</li> <li>• Health, Wellness and Productivity Counseling</li> <li>• Mediation Sessions</li> </ul>

	<ul style="list-style-type: none"> <li>• Policy Interpretations</li> <li>• Treatment, Follow-up, Testing, and Aftercare Recommendations for Alcohol &amp; Drug Policy Violations</li> <li>• Return to Work/Fitness for Duty Consultations</li> <li>• Federal Alcohol &amp; Drug Policy regulatory compliance</li> </ul>
Program Manager	EAP Coordinator
Program Budget	

<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the <b>Organizational Support</b> line of business is to provide workforce support, Human Resources information management, and recruitment and selection services to City of Las Cruces Departments so they can contribute to a positive working environment, make informed decisions and conduct recruitment and selection processes consistent with applicable policies, procedures and regulations.
<i>Program: Workforce Compliance Support Services</i>	
Program Purpose Statement	The purpose of the <b>Workforce Compliance</b> program is to provide information and guidance to City of Las Cruces management and employees to support and facilitate compliance with applicable City policies and federal and state laws and regulations.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• By 6/30/2022, 85% of surveyed employees will agree or strongly agree that their workplace is one where policies are consistently and fairly applied.</li> <li>• By 6/30/2022, 85% of employees surveyed will report they are aware of the City’s Discrimination and Harassment policy and the process for filing a complaint.</li> <li>• By 6/30/2022, 85% of employees surveyed will report they are aware of the City’s Americans with Disabilities Act and the ADA  Restoration Act policy and how to request an accommodation.</li> <li>• By 6/30/22, a Limited English Proficiency Plan (LEP) will be developed and implemented.</li> </ul>

	<ul style="list-style-type: none"> <li>• By 12/30/2022, a Diversity and Inclusion Program to improve diversity and awareness and inclusion within the City’s workforce will be developed.</li> <li>• By 1/15/2023, EEO and ADA will have an interactive presence on the City’s Share Point site.</li> <li>• By 12/30/2023 Human Resources will develop training on City work rules and promote civility in the workplace to reduce the number of bullying complaints/allegations received by the EEO office.</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # of internal City policy investigations initiated</li> <li>• # of internal City policy investigations resulting in sustained City policy violations</li> <li>• # of external EEOC/HRB investigations initiated</li> <li>• # of external EEOC/HRB investigations resulting in Dismissal and Notice of Rights or Notice of Reasonable Cause</li> <li>• # of ADA accommodation requests</li> <li>• # of ADA accommodations requests approved</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # of EEO and ADA surveys requested</li> <li>• # of Outcome Measures requested</li> <li>• # of Hotline reports investigated</li> </ul>
	<p><b><u>Efficiencies</u></b> \$ Program Expenditure per Investigation</p>
Program Services	<ul style="list-style-type: none"> <li>• ADA Transition Plan</li> <li>• Affirmative Action Planning</li> <li>• ADA Consultations</li> <li>• EEO 4 Reporting</li> <li>• EEO 1 Utilization Reporting</li> <li>• EEO/HRB Charge Responses</li> <li>• EEO and ADA satisfaction and Outcome Measurement Surveys</li> <li>• Investigation Findings</li> <li>• Limited English Proficiency Planning</li> <li>• Municipal Equality Index Reporting (MEI)</li> <li>• Policy Interpretations</li> <li>• Conflict Resolution</li> <li>• Coordination and Support for Boards and Committees</li> <li>• Diversity and Inclusion Program</li> <li>• Discrimination and Harassment and ADA Compliance Sessions</li> <li>• Citizen ADA and Discrimination Contact</li> </ul>



Program Manager	EEO/ADA Coordinator
Program Budget	

<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the <b>Organizational Support</b> line of business is to provide workforce support, Human Resources information management, and recruitment and selection services to City of Las Cruces Departments so they can make informed and timely Human Resources management decisions regarding workforce recruitment and selection consistent with applicable policies and regulations.
<i>Program: Information Management</i>	
Program Purpose Statement	The purpose of the <b>Information Management</b> program is to provide and maintain personnel data, systems, and records services to the City of Las Cruces organization so they can make informed and timely Human Resources management decisions regarding applicants and the workforce.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 6/30/2022 an audit of Sick Leave Bank processing management will be conducted, and recurring processes will be implemented.</li> <li>• Beginning 7/1/2022 recurring reports to monitor Sick Leave abuse and Comp Time accrual overages will be set up to run bi-weekly By 12/31/2022, Personnel Action workflows will be reviewed and evaluated to determine if updates can be made to improve efficiencies.</li> <li>• 90% of personnel action requests will be approved in 5 business days.</li> <li>• 90% of MUNIS entry errors will be corrected in 14 days.</li> <li>• At step 15 Personnel Actions will have an action within 5 business days.</li> <li>• At step 20 all Personnel Actions will have an action within 5 business days.</li> <li>• No less than quarterly Human Resources will review and maintain City of Las Cruces Salary Tables and post to Sharepoint.</li> </ul>

	<ul style="list-style-type: none"> <li>• 95% of all job classes will be maintained and available through NEOGOV.</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Payroll Corrections Completed</li> <li>• # Personnel Actions Processed</li> <li>• # of Salary Equity Reviews Processed</li> <li>• # of Reclassifications Processed</li> <li>• # of IPRA/Personnel Records Requests Completed</li> <li>• # of Class and Comp Survey Requests Completed</li> <li>• # Vacancy Report Requests Completed</li> <li>• #PERA plan deduction maintenance reports completed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Payroll Check Corrections Requested ▶</li> <li>• # Personnel Actions Requested</li> <li>• # of Salary Equity Reviews Requested</li> <li>• # of Reclassifications Requested</li> <li>• # of IPRA/Personnel Records Reviews Requested</li> <li>• # of Class and Comp Survey Requests</li> <li>• # Vacancy Reports Requested</li> <li>• #PERA plan deduction maintenance reports requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program Expenditure Per Personnel Action Request</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Class and Comp Survey Requests</li> <li>• Completed Exit Interviews</li> <li>• Completed Investigations and Findings</li> <li>• Contract and Policy Interpretations</li> <li>• Data and Records Management, Tracking, and Reporting</li> <li>• Data Point Calculations</li> <li>• Employee Statistics</li> <li>• Job Classifications and Maintenance</li> <li>• IPRA/Personnel Records Reviews</li> <li>• Leave Rollover and Adjustments</li> <li>• Legal Compliance and Reporting</li> <li>• Miscellaneous Payroll Payments ▶</li> <li>• Negotiated Labor Contracts</li> <li>• Paychecks</li> <li>• Payroll Corrections ▶</li> <li>• Payroll Deduction Maintenance ▶</li> <li>• Performance Consultations</li> </ul>

	<ul style="list-style-type: none"> <li>• Personnel Action Review, Processing, and Reporting</li> <li>• Position Control Maintenance and Reporting</li> <li>• Processed Personnel Actions</li> <li>• Random Drug Test Lists</li> <li>• Responses to Records Requests</li> <li>• Salary Changes</li> <li>• Salary Equity Reviews</li> <li>• Salary Projections</li> <li>• Shift Bids</li> <li>• State and Federal Hiring Reports</li> <li>• Systems Configuration, Implementation, and Maintenance</li> <li>• Workforce Management</li> </ul>
Program Manager	Human Resources Deputy Director
Program Budget	

<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the <b>Organizational Support</b> line of business is to provide workforce support, Human Resources information management, and recruitment and selection services to City of Las Cruces Departments so they can make informed and timely human resources management decisions regarding workforce recruitment and selection consistent with applicable policies and regulations.
<i>Program: Recruitment and Selection</i>	
Program Purpose Statement	The purpose of the <b>Recruitment and Selection</b> program is to provide hiring and consultation support services to the City of Las Cruces Departments, so they can employ the most qualified candidates.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• By 6/30/2022 Human Resources will establish positions for the Evergreen Recruitment Program.</li> <li>• By 7/1/2022 the Evergreen Recruitment Program will begin.</li> <li>• By 12/31/2022 Reimplementation of NEOGOV to expand functionality and improve efficiencies will begin.</li> <li>• By 6/30/2023 establish a baseline of eligible applicants that complete the exam processes during recruitment.</li> </ul>

	<ul style="list-style-type: none"> <li>• By 9/30/2023, functionality for reporting on selection processes will be reviewed during reimplementation to provide more detailed and accurate data and reporting.</li> <li>• By 12/31/2023, 80% of recruitments will have tentative offers made within 10 weeks after position posting is closed.</li> <li>• 80% of correctly submitted new hire or promotion electronic personnel actions reviewed and approved within 5 days</li> <li>• Maintain less than a 18% Vacancy Rate</li> <li>• Make available a repository of standard hiring process resources that will be reviewed, regularly as needed, but at least annually.</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Hiring Process Plans Reviewed</li> <li>• # Applicant Tests Completed</li> <li>• # Hiring Personnel Actions Reviews Completed</li> <li>• # of positions filled/promotions/demotions/lateral transfers</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Hiring Process Plans Received</li> <li>• # Applicant Tests Requested</li> <li>• # Hiring Personnel Actions Received</li> <li>• # of Vacant Positions</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program Expenditure Per New Hire</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Applicant Responses</li> <li>• Applicant Tests</li> <li>• Background Checks</li> <li>• Classification Studies</li> <li>• Compensation Studies</li> <li>• Department of Transportation Notifications</li> <li>• Driver's License Verifications</li> <li>• Drug Tests</li> <li>• Exam Scoring and Notifications</li> <li>• Hiring Process Reviews and Recommendations</li> <li>• Hiring Process Status Updates</li> <li>• I-9 Processing</li> <li>• Job Posting Distribution and Notifications</li> <li>• New Hire In-Processing Status and Sessions</li> <li>• New Hire Notifications</li> <li>• Offer Letters</li> <li>• Position Audits</li> </ul>

	<ul style="list-style-type: none"> <li>• Position Reclassification Reviews</li> <li>• Proctored Exams</li> <li>• Salary Surveys and Responses</li> </ul>
Program Manager	Human Resources Deputy Director
Program Budget	