

HUMAN RESOURCES DEPARTMENT

Strategic Business Plan

Mission Statement

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.

Issue Statements

Issue 1 - The ineffective use of technology, both internally for Human Resources and organizationally, if not properly addressed, will result in:

- Departments and employees not accessing available information
- Increased customer service / response time
- Increased data entry errors
- Delayed processes
- Decreased productivity
- Increased gaps in skill level

Issue 2 - The inconsistent application of city-wide Personnel policies, if not addressed, will result in:

- Increased in the reoccurrence of issues without resolution
- Decreased management creditability
- Increased employee turnover
- Decreased department compliance
- Decreased employee engagement

Issue 3 - The continued lack of employee knowledge of utilization options of their healthcare benefits, if not addressed, will result in:

- Increased healthcare cost
- Decreased benefit options
- Increased sick leave usage
- Decreased department productivity
- Negative impact to recruitment and retention

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 professional 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
- 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
- Decreased 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 12/31/2018, 90% of applicable data will be accessible to end users through the City's personnel database
- By 12/31/2019, the Learning Management System will be implemented City-wide for Human Resources compliance courses.
- By 12/31/2021, the use of applicant tracking software will be optimized by all Departments

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 07/02/2018 a policy will be drafted and submitted outlining the reoccurrence for compliance training
- By 12/31/2018, Human Resources will develop training sessions and teach employees to navigate the following essential programs:
 - Employee Self-Serve (ESS)
 - Outlook
 - Intranet (share point)
- By 12/31/2019, 90% of surveyed respondents are satisfied or highly satisfied that the professional development training opportunities improved their knowledge on the subject
- By 12/31/2020, 85% of employees will complete approved compliance training
- By 12/31/2020, 100% of supervisors will successfully complete approved compliance training
- By 12/31/2020, 100% of departments will have the opportunity to enroll in training in Microsoft Office 365
- By December 31, 2021, HR will have a training developed to provide supervisors guidance on how to create and implement employee development plans

Aligned with Issue Statements 1, 2, 7

Strategic Results 3 – High Performing Organization

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

- Beginning in 2019, all Department 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 being aligned with the Department Strategic Business Plan

- By 2019, 75% of City of Las Cruces Department and Agency partners will say they have a positive collaborative relationship with the Human Resources Department that assists them in furthering their mission
- By 12/31/2019, Human Resources will have information available to departments thru SharePoint communications.
- By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions
- By 12/31/2020, 90% of surveyed respondents say Human Resources adequately communicates changes in City benefits (copy to program)
- By 12/31/2020, 90% of surveyed respondents say Human Resources provides information that is accurate and timely
- By June 30, 2021 a Limited English Proficiency (LEP) Plan will be fully developed and implemented

Aligned with Issue Statements 1,3,5,6

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

- ~~By 12/31/2020, Human Resources will develop and offer a certified hiring manager program.~~
- By 07/01/2020, 85% of Departments will have managers trained in coaching/mentoring
- By 12/31/2021, 80% of positions will have offers made within 10 weeks after position requisition is received by Human Resources

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

Strategic Results 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 09/30/2018, employees will be surveyed regarding their knowledge and understanding of EAP services~~
- By 12/31/2020, EAP will have an interactive presence on the City's Share Point site
- By 07/01/2020, 100% of Departments will have received presentations regarding all EAP services available, and annual recurrences will be scheduled
- By 12/31/2020, 90% of employees surveyed will report that they understand the EAP services offered by the City
- By 07/01/2020, the EAP will secure and implement a mechanism to gauge the satisfaction of services and measure the outcomes.

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 07/01/2018, Human Resources will convene a healthcare committee of department representatives, and others, to review and address healthcare issues and trends
- By 12/31/2019, 80% of new employees that have selected benefits are aware of the Parks and Recreation Department wellness program.

- By 12/31/2020, 90% of new employees that have selected medical benefits are aware of*Blue Access®
- By 12/31/2020 90% of employees surveyed will report that they are knowledgeable about their healthcare benefits
- By 12/31/2020, establish benchmark of employees that are satisfied with value of benefits offered.

**Blue Access® is a website available from the City’s current insurance provider, Blue Cross and Blue Shield of New Mexico, intended to assist employees in managing their healthcare benefits.*

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

Strategic Result 7 – (City Strategic Plan 3 “The City will offer internship, apprenticeships, and mentorship programs to the Community” (EDUC))

City of Las Cruces Departments will experience increased retention and productivity of employees as evidenced by:

- By 12/31/2020, Retention rates of employees with 5 years or less tenure will be measured to establish benchmarks and to study and implement retention strategies for best possible results.
- By 12/31/2021, 80% of employees voluntarily leaving employment will complete an exit interview
- By 12/31/2023, Departments will develop a “stay interview” process to assess the reason employees maintain employment with the City of Las Cruces

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

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

<i>Lines of Business & Key Results</i>	
<i>Line of Business: Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide strategic planning, administrative, financial, communications and leadership services to Human Resource Department Employees and Executive Management so they can effectively contribute to the goals of the organization and the Human Resources Department.
Key Results	<ul style="list-style-type: none"> • 85% Departmental Strategic Results Achieved • 85% Departmental Operational Results Achieved • 75% Human Resources Data Audit Reviews Achieved 95% accuracy • By December 31, 2021, 85% of Employees will have formalized employee development plans
<i>Line of Business: Employee Support</i>	
Purpose Statement	The purpose of the Employee Support 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.
Key Results	<ul style="list-style-type: none"> • 80% survey respondents who are satisfied or highly satisfied with the training sessions they attended • By 12/31/2018, Human Resources will develop training sessions and teach employees to navigate the following essential programs: <ul style="list-style-type: none"> ○ Employee Self-Serve (ESS) ○ Outlook ○ Intranet (share point) • 80% Employees Enrolled in Voluntary Benefit Programs
<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the Organizational Support 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.

Key Results	<ul style="list-style-type: none"> • 75% surveyed employees who agree or strongly agree that they work in a compliant workplace • 90% MUNIS entry errors will be corrected in 14 days • 85% of hiring process outcomes reviewed within 10 working days • 90% Human Resources administered test processes will have results released to departments within 2 weeks
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<i>Programs</i>	
<i>Line of Business: Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director 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 Administration 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><u>Results</u></p> <ul style="list-style-type: none"> • Beginning in 2019, all Department 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 being aligned with the Department Strategic Business Plan • By 2019, 75% of City of Las Cruces Department and Agency partners will say they have a positive collaborative relationship with the Human Resources Department that assists them in furthering their mission • By 12/31/2019, Humans Resources will have information available to departments thru SharePoint communications. • By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions • By 12/31/2020, 90% of surveyed respondents say Human Resources provides information that is accurate and timely • 85% Departmental Operational Results Achieved • 75% of Human Resources Data Audit Reviews achieved 95% accuracy • 85% of Human Resources employees will have formalized Employee Development Plans reviewed annually.
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Data Audit Reviews Completed • # Employee Development Plans Completed
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Employee Development Plans Requested
Program Services	<ul style="list-style-type: none"> • Budget Reports • Budget • Competency Plans • Council Action Packets • Data Audit Review

	<ul style="list-style-type: none"> • Document Notarizations • Email Notifications • Email Responses • Employee Agreements • Employee Appraisals • Employee Development Plans • Employee Records • Expenditure Approvals • Expenditure Reconciliations • Hiring and Staff Development • Requests for Proposals and Vendor Services • Records Retention • Special Projects • Standard Operating Procedures • Succession Plans • Surveys • Unemployment Hearings
Program Manager	Human Resources Director
Program Budget	

<i>Programs</i>	
<i>Line of Business: Employee Support</i>	
Purpose Statement	The purpose of the Employee Support 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 Benefits Program 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>Results</p> <ul style="list-style-type: none"> • By 07/01/2018, Human Resources will convene a healthcare committee of department representatives, and others, to review and address healthcare issues and trends • By 12/31/2019, 80% of employees that have selected benefits are aware of the Parks and Recreation Department wellness program. • By 12/31/2020, 90% of employees that have selected medical benefits are aware of*Blue Access® • By 12/31/2020 90% of employees surveyed will report that they are knowledgeable about their healthcare benefits • By 12/31/2020, establish benchmark of employees that are satisfied with value of benefits offered. • By 12/31/2020, 90% of surveyed respondents say Human Resources adequately communicates changes in City benefits • By 12/31/2020, establish benchmark of employees that are satisfied with value of benefits offered. • 90% Departments Utilizing Employee Rewards and Recognition Program • 95% Family Medical Leave Eligible Responses Delivered Within 5 days of Reported Event • 90% of Employees say they are aware of the benefits information available to them on CityNet. •
	<p>Outputs</p> <ul style="list-style-type: none"> • # Employees Enrolled in City benefits # 5-year Service Awards Received • # Family Medical Leave Applications Processed
	<p>Demands</p> <ul style="list-style-type: none"> • # Employees Eligible for City benefits • # Employees with 5 years or Less Service • # Family Medical Leave Requests

	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program Expenditure Per Employee Enrolled in City benefits
Program Services	<ul style="list-style-type: none"> • Benefit Training Information Sessions • Benefit Plan Enrollments • Claims Payments • Cobra Insurance Notifications • Employee Benefits System Set Ups • Employee Reward and Recognition Program Management • Family Medical Leave Act Review and Compliance • Premium Payments • Return to Work Documents and Releases • Sick Leave Bank Program Management • Utilization Reviews • Years of service award luncheons • Years of service notifications
Program Manager	Benefits Coordinator
Program Budget	

<i>Programs</i>	
<i>Line of Business: Employee Support</i>	
Purpose Statement	The purpose of the Employee Support 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: Learning and Development Program</i>	
Program Purpose Statement	The purpose of the Learning and Development program is to provide training services to City of Las Cruces Employees so they can increase technical 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>Results</p> <ul style="list-style-type: none"> • By 07/02/2018 a policy will be drafted and submitted outlining the reoccurrence for compliance training • By 12/31/2019, the Learning Management System will be implemented City-wide for Human Resources compliance courses. • By 12/31/2019, the Learning Management System will provide functionality to end users with self-assign course features, ability to view training records, and the ability to enroll in instructor-led training courses. • By 12/31/2018, Human Resources will develop Training Sessions and teach employees to navigate the following essential programs: <ul style="list-style-type: none"> ○ Employee Self-Serve (ESS) ○ Outlook ○ Intranet (share point) • By 12/31/2019, 90% of surveyed respondents are satisfied or highly satisfied that the professional development training opportunities improved their knowledge on the subject • By 12/31/2020, 85% of employees will complete approved compliance training • By 12/31/2020, 100% of supervisors will successfully complete approved compliance training • By 12/31/2020, 100% of departments will have the opportunity to enroll in training in Microsoft Office 365 • By December 31, 2021, HR will have a training developed to provide supervisors guidance on how to create and implement employee development plans" • By 07/01/2020, 85% of Department Managers will be trained in Coaching/Mentoring

	<ul style="list-style-type: none"> • 85% of Survey Respondents are satisfied or highly satisfied with the Training Sessions they attended • Establish a standard communication of the hiring process resources, by July 1, 2020. 	
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # HR CORE Training Sessions completed • # Development plans completed 	
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # HR CORE Training Sessions Requested 	
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program Expenditure Per Development plan completed 	
Program Services	<ul style="list-style-type: none"> • Assessments: Behavioral, Computer Skill, Training Session Debriefs, Skill Needs, Gap Analysis • Development Plans • Change Management Training Sessions • Coaching Training Sessions • Coaching/Counseling Sessions • 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 • Leadership Program Sessions • Mentoring Program Sessions • Microsoft Office Training Sessions: Share Point, OneDrive, OneNote, 	<ul style="list-style-type: none"> • Payroll Training Sessions • Performance Consulting Sessions • Process Improvement Training Sessions • Room Set up • Train the Trainer Sessions • Training Calendar Scheduling • Training Communications • Training Compliance Reports • Training Survey Results • Tuition Reimbursements

	<p>Outlook, , Excel, Word, Computer Basics</p> <ul style="list-style-type: none"> • LMS enrollment set up and Attendance Tracking • New Hire Training and Coordination: ADA, Benefits, Customer Service, Alcohol and Drug Policy Responsibilities, Family Medical Leave Act, Ethics, and Harassment Prevention • Administration of Learning Management System (LMS) for online HR compliance courses, industry-specific courses, technology, OSHA, and Professional Development training sessions 	
Program Manager	Organizational Development Administrator	
Program Budget		

<i>Programs</i>	
<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the Organizational Support 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: Workforce Support Services</i>	
Program Purpose Statement	The purpose of the Workforce Support Services program is to provide information, guidance, and counseling to City of Las Cruces management and employees so they can perform in accordance with applicable policies and regulations.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By 09/30/2018, employees will be surveyed regarding their knowledge and understanding of EAP services • By 12/31/2020, EAP will have an interactive presence on the City's Share Point site • By 07/01/2020, 100% of Departments will have received presentations regarding all EAP services available, and annual recurrences will be scheduled • By 12/31/2020, 90% of employees surveyed will report that they understand the EAP services offered by the City • By 07/01/2020, the EAP will have secured and implemented a mechanism to gauge the <ul style="list-style-type: none"> • 10% increase in awareness of EAP services • By 12/31/2020, 50% EAP counseling participants surveyed indicate satisfaction with EAP services • By 12/31/2020, 50% of EAP participants surveyed indicate positive outcomes after accessing EAP services • 85% surveyed employees agree or strongly agree that their workplace is one where policies are consistently and fairly applied • By 12/31/20, 85% of employees surveyed will indicate they are aware of the EEO services • By 12/31/20, 85% of employees surveyed will indicate they are aware of the ADA services • By June 30, 2021 a Limited English Proficiency (LEP) Plan will be fully developed and implemented

	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # EAP Satisfaction and Outcome Surveys completed • # of EAP employee/family member counseling sessions • # of EAP supervisory/manager consulting episodes • # of internal city policy and EEO investigations initiated • # of investigations resulting in sustained city policy violations • #investigations resulting in sustained Title VII/EEO investigations • # of ADA accommodation requests • # of ADA accommodations requests approved
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # EAP Satisfaction Surveys requested • # EAP Outcome Measures requested • # of internal policy and EEO investigations initiated • # of ADA accommodation requests initiated
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program Expenditure Per Case
<p>Program Services</p>	<ul style="list-style-type: none"> • ADA Transition Planning • Affirmative Action Planning • ADA Consultations • Conflict Resolution • Coordination and Support for Boards and Committees • Data Point Calculations • Discipline Consultations • Alcohol and Drug Policy Compliance Training Sessions • EEO 4 Report • EEO 1 Utilization Report • EAP Utilization Report • EAP Satisfaction and Outcome Measurement Surveys • EAP Information Sessions • Equal Employment Opportunity Commission Responses • Financial Counseling • Health and Wellness Counseling • Investigation Findings • Limited English Proficiency Planning • Mediation Sessions • Municipal Equality Index reporting • Policy Interpretations • Treatment, Follow-up, Testing, and Aftercare Recommendations for Alcohol & Drug Policy Violations

	<ul style="list-style-type: none"> • Return to Work/Fitness for Duty Consultations • Federal Alcohol & Drug Policy regulatory compliance • • Productivity Coaching •
Program Manager	EEO ADA Coordinator and EAP Coordinator
Program Budget	

<i>Programs</i>	
<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the Organizational Support 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 Information Management 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	<u>Results</u>

Measures	<ul style="list-style-type: none"> • By 12/31/2018, 90% of applicable data will be accessible to end users through the City’s personnel database • 90% of personnel action requests will be approved in 5 business days. • 90% of MUNIS entry errors will be corrected in 14 days
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Payroll Corrections Completed • # Personnel Actions Processed
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Payroll Check Corrections Requested • # Personnel Actions Requested
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program Expenditure Per Personnel Action Request
Program Services	<ul style="list-style-type: none"> • Completed Exit Interviews • Completed Investigations and Findings • Contract and Policy Interpretations • Data and Records Management, Tracking, and Reporting • Data Point Calculations • Employee Statistics • Job Classifications and Maintenance • Leave Rollover and Adjustments • Legal Compliance and Reporting • Miscellaneous Payroll Payments • Negotiated Labor Contracts • Paychecks • Payroll Corrections • Payroll Deduction Maintenance • Performance Consultations • Personnel Action Review, Processing, and Reporting • Position Control Maintenance and Reporting • Processed Personnel Actions • Random Drug Test Lists • Responses to Records Requests • Salary Changes • Salary Equity Reviews • Salary Projections • Shift Bids • State and Federal Hiring Reports

	<ul style="list-style-type: none"> • Systems Configuration, Implementation, and Maintenance • Workforce Management
Program Manager	Human Resources Deputy Director
Program Budget	

<i>Programs</i>	
<i>Line of Business: Organizational Support</i>	
Purpose Statement	The purpose of the Organizational Support 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 Recruitment and Selection 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>Results</p> <ul style="list-style-type: none"> • By 12/31/2021, the use of applicant tracking software will be optimized by all Departments

	<ul style="list-style-type: none"> • By 12/31/2021, 80% of positions will have offers made within 10 weeks after position requisition is received by Human Resources • 85% of hiring process outcomes reviewed within 10 working days • 80% of correctly submitted new hire or promotion electronic personnel actions reviewed and approved within 5 days
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Hiring Process Plans Reviewed • # Applicant Tests Completed • # Hiring Personnel Actions Reviews Completed • # of Positions Filled Within 10 weeks of Requisition Received in Human Resources
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Hiring Process Plans Received • # Applicant Tests Requested • # Hiring Personnel Actions Received
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program Expenditure Per New Hire
Program Services	<ul style="list-style-type: none"> • Applicant Responses • Applicant Tests • Background Checks • Classification Studies • Compensation Studies • Department of Transportation Notifications • Driver's License Verifications • Drug Tests • Exam Scoring and Notifications • Hiring Process Reviews and Recommendations • Hiring Process Status Updates • I-9 Processing • Job Posting Distribution and Notifications • New Hire In-Processing Status and Sessions • New Hire Notifications • Offer Letters • Position Audits • Position Reclassification Reviews • Proctored Exams • Salary Surveys and Responses
Program Manager	Jo Richards

Program Budget	
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