Oneida Business Committee Meeting
Agenda Request Form

1. **Meeting Date Requested:** 02 / 11 / 15

2. **Nature of request**

Session: ☒ Open ☐ Executive - justification required. See instructions for the applicable laws that define what is considered "executive" information, then choose from the list:

Agenda Header (choose one):

Agenda item title (see instructions):

Human Resource Department Quarterly Report 1st Quarter, 2015

Action requested (choose one)

☒ Information only

☐ Action - please describe:

FYI

3. **Justification**

Why BC action is required (see instructions):

FYI

4. **Supporting Materials** Instructions

☐ Memo of explanation with required information (see instructions)

☒ Report ☐ Resolution ☐ Contract (check the box below if signature required)

☐ Other - please list (**Note:** multi-media presentations due to Tribal Clerk 2 days prior to meeting)

1. 3.
2. 4.

☐ Business Committee signature required

5. **Submission Authorization**

Authorized sponsor (choose one): Cristina Danforth, Tribal Chairwoman

Requestor (if different from above): Geraldine Danforth, HR Area Manager

Name, Title / Dept. or Tribal Member

Additional signature (as needed):

Name, Title / Dept.

Additional signature (as needed):

Name, Title / Dept.

1) Save a copy of this form in a pdf format.
2) Email this form and all supporting materials to: BC_Agenda_Requests@oneidanation.org

HUMAN RESOURCES DEPARTMENT

Quarterly Report Oct – Dec FY2015

Geraldine R. Danforth, HR Area Manager

ADMINISTRATION

- **STRATEGIC WORKFORCE PLANNING** covers a 3–5 year future period. It aligns the current workforce to meet the desired business needs and outcomes of the programs and departments. Strategic Workforce Planning looks at functions performed, system-wide issues and strategies that support the Oneida Tribe's strategic plan, addresses workforce factors that affect our programs/departments, and looks at how we can maintain organizational capacity, be effective and efficient.

- To do this, we need to start with our tribal strategies and look at where we are right now and where we want to be in terms of functions performed by the employees. We look at opportunities to improve employee skills, ratio of management to employees, skills we need, and identify what accountability will look like for all.

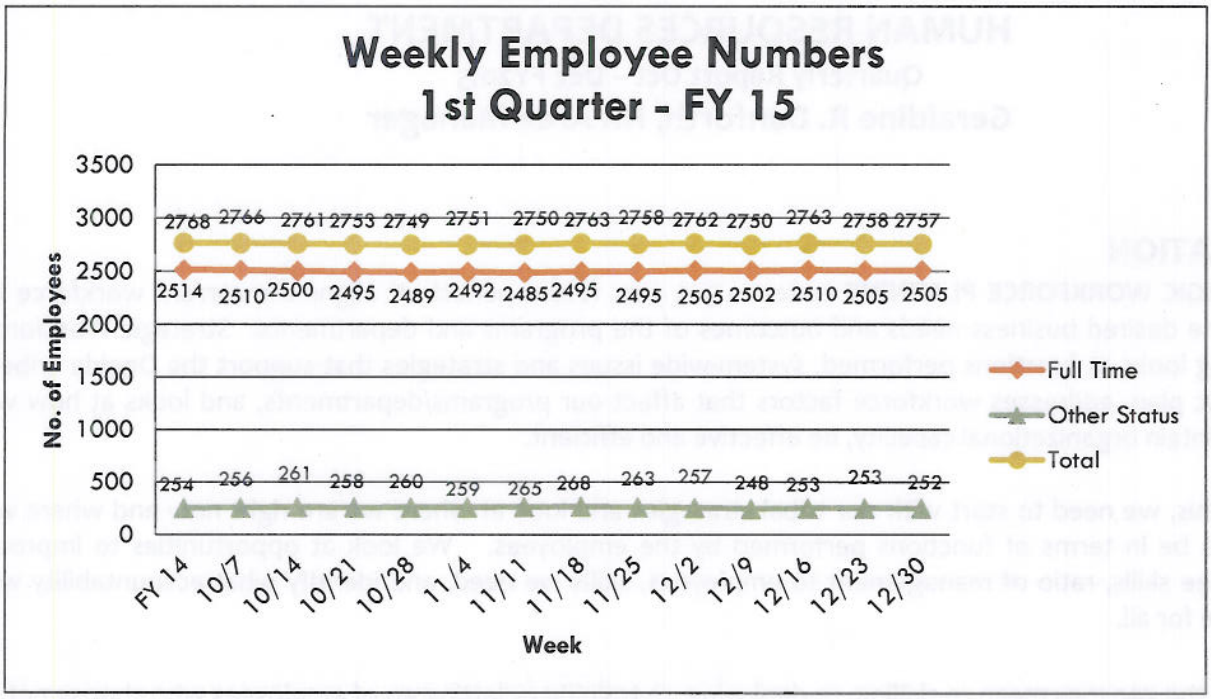
- Closing the gap may mean re-skilling, re-deploying, re-training or letting go of employees who choose not to perform or who are not working with us to build a strong Oneida Nation. Strategic Workforce Planning looks at the functions performed by employees that are needed to build a strong Oneida Nation. This is the model we will be working from for strategic workforce planning:

Budget: HRD submitted the following budget for FY 15:

Department	Budget Amount	Funding Source	Spending YTD	Amount Allocated
Human Resources	$2,035,187	Indirect Cost	$486,592	$567,935
Employee Assistance	$ 169,149	Tribal Contribution	$38,073	$
Workforce Development	$ 325,161	Grant 79% & TC	$50,549	$
Student Intern Program	$ 95,695	Tribal Contribution	$0	$0
Employee Incentive & Testing	$ 4,469	Tribal Contribution	$0	$0

This year, Human Resources added the Employee Incentive and Testing budget. This budget will be used to recognize employees who have 25, 30, 35, and 40 years of service or more with a Years of Service gift. This past year, the Tribe had employees who reached their 40th year of service with the Tribe. We do not have the funds to retro gifts for employees from previous years. The Human Resources department decreased the budget by $276,392 from FY 14.

EMPLOYEES: HR has 33 employees, Workforce Development 3 employees and EAP has 2 employees. Three positions were eliminated in the budget process.



The first quarter total employee numbers for the Tribe are maintaining the same number of employees. However, 68 positions were filled with temporary employees. 57 of the temporary employees are full time. On average we have 52 employees on a Leave of Absence on a weekly basis.

The report below represents the total numbers of accrued hours and the costs associated with the hours. The number of employees at the maximum amount of hours and those nearing the max are monitored on a monthly basis. The employees tend to use their accrued hours during the months of November, December and January. Supervisors should be encouraging their employees to use their time.

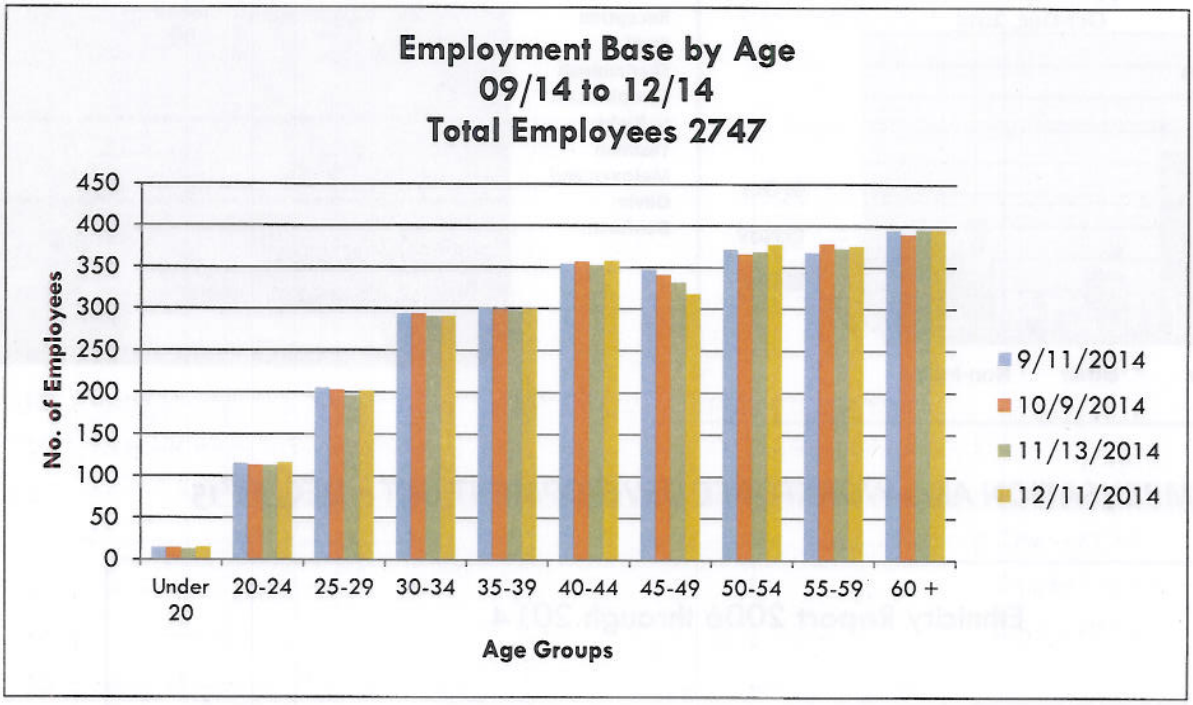
ACCRUED VACATION AND PERSONAL HOURS

Employee Vacation and Personal Time Accruals
For the Period of October 2014 to December 2014

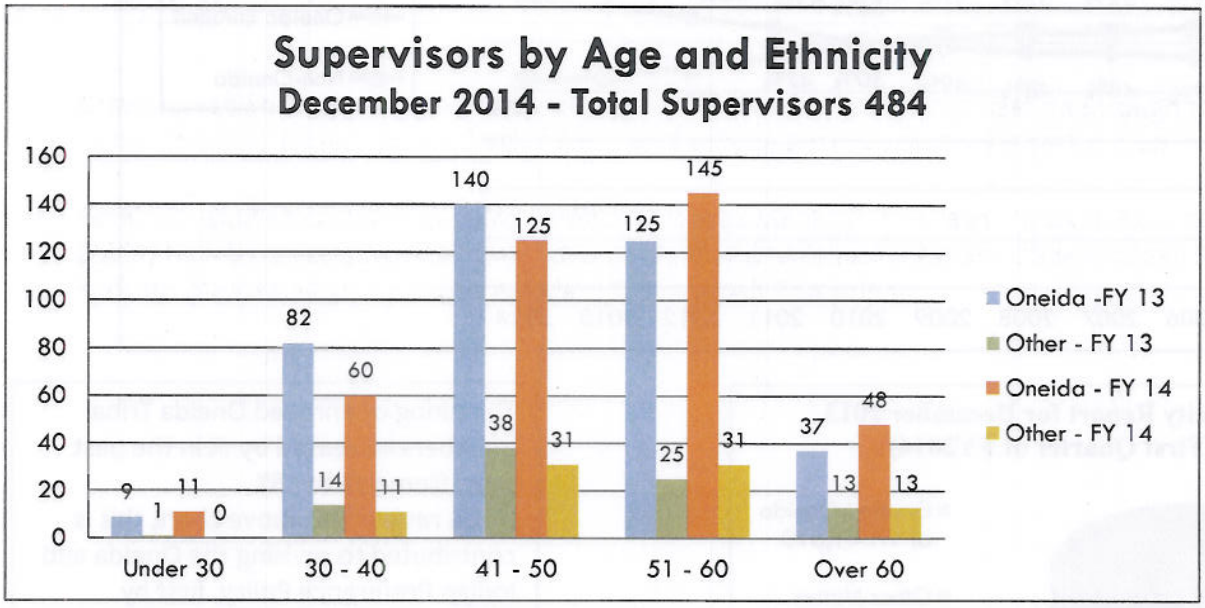
FY 15

Month	14-Sep	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14
Total EE's	2608	2655	2,628	2605					
Total Hours	260,572	272,528	275,222	273,804					
Total Payout	$5,271,854	$5,816,635	$5,872,834	$5,824,162					
No. of EE's @ Max	29	47	44	39					
280 Hours	**$202,833**	**$512,908**	**$475,162**	**$410,455**					
No. of EE's @	125	142	167	157					
250-279 Hours	**$748,801**	**$923,710**	**$1,062,499**	**$1,045,620**					
No. of EE's @	270	276	282	282					
200-249 Hours	**$1,343,423**	**$1,455,966**	**$1,483,262**	**$1,497,602**					
Avg Hours	99.91	102.65	104.73	105.11					
Avg Payout	$2,021	$2,191	$2,235	$2,236					
report run date	10/1/2014	11/1/14	12/1/14	1/1/15	2/1/15	3/1/15	4/1/15	5/1/15	6/1/15

Nov 13: Increase due to the doctor's hours being loaded per their contract.



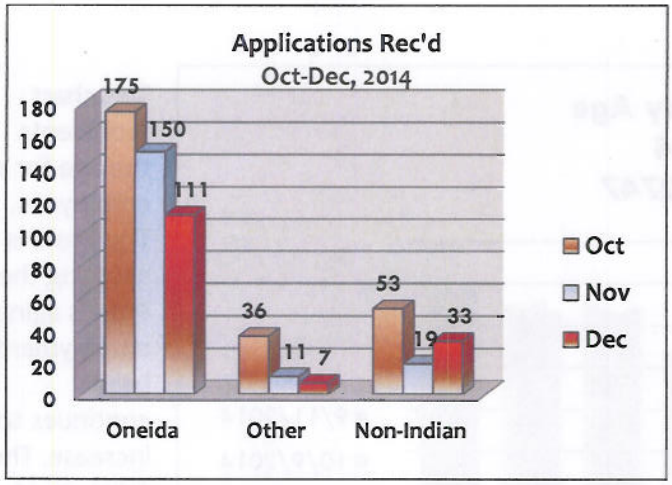
This chart represents the age for all employees. The trend is showing the Tribe's aging employment base continues to increase. The Tribe could potential lose 396+ employees to retirement at any time.



Total employees for FY '14 are 2747. Of the 2747, there are 475 supervisors, managers and/or directors. Supervisory/ management positions are 17.29% of the employment base.

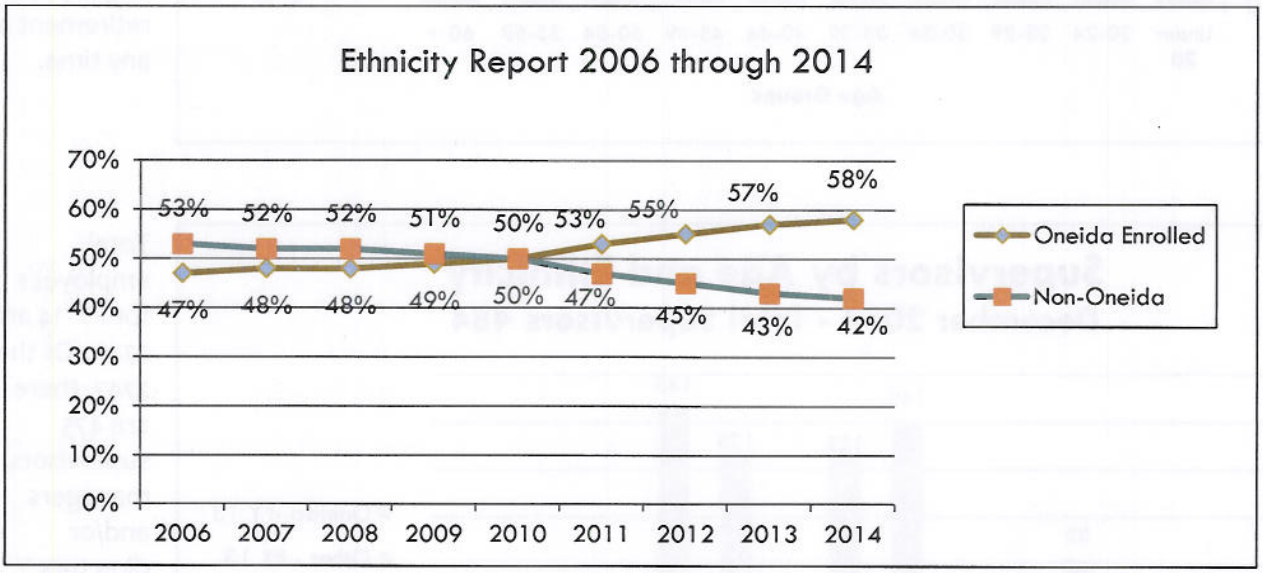
- **Communication** - Human Resources provides communication to the organization through the monthly HR Communicator. Other communication for urgent or time sensitive matters is sent out on Tribal e-mail.

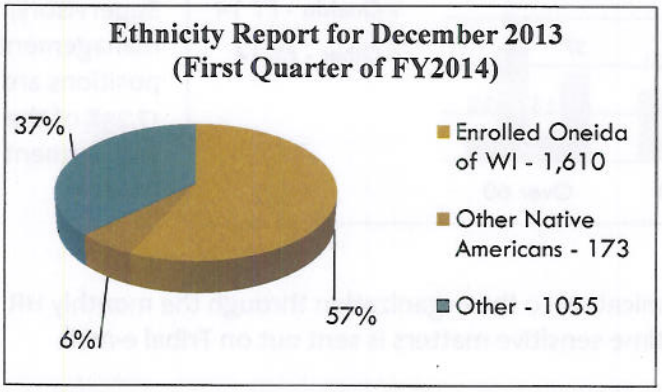
- Administration consists of Geraldine Danforth-HR Area Manager, Maureen Metoxen-Executive Assistant, Shirley Hall-Administrative Assistant, Olivia Danforth-Administrative Assistant/Skenandoah Reception and Yasiman Metoxen-Administrative Assistant/Skenandoah Reception

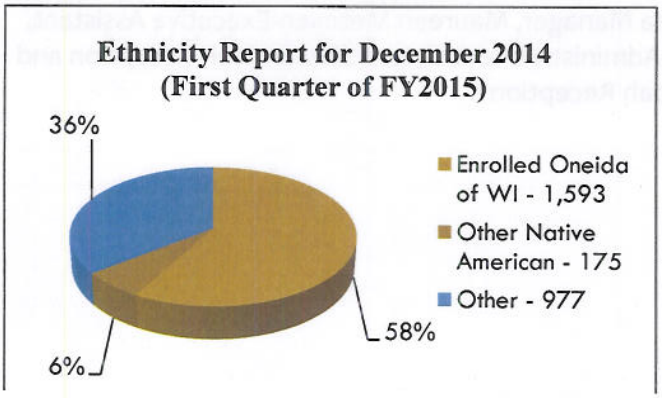


Reception Staff at Skenandoah Complex Left to Right: Yasiman Metoxen and Olivia Danforth

HIRING/COMPENSATION AND WORKFORCE DEVELOPMENT OCT – DEC, FY'15





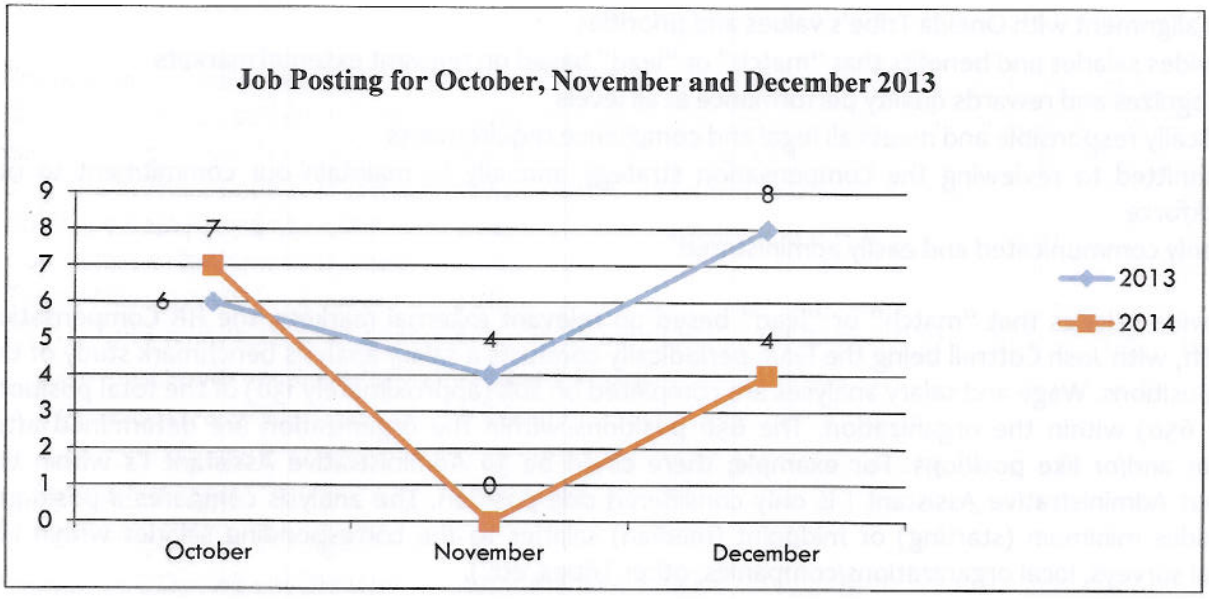


The hiring of enrolled Oneida Tribal members increased by 1% in the past year, from 57% to 58%

If you review the above chart, this is contributed to revising the Oneida and Indian Preference Policy, first by emergency resolution in 2010 by the Oneida Business Committee and then approval of this policy from General Tribal Council in 2011.

There were 2,838 employees in December 2013 and 2,745 employees in December 2014.

NOTE: This is a reduction of 93 in comparison to the same month of the previous year.



There were 11 jobs posted for the last quarter of FY2014 compared to 18 jobs posted for the last quarter of FY2013. The Oneida Business Committee approved the Continuing Budget Resolution 09-24-2014-A which states there will be no job postings after October 1, 2014 due to a Comprehensive Hiring Freeze until the FY2015 budget is approved by General Tribal Council in January 2015. Direct Reports to the Oneida Business Committee could sign off to have positions posted and filled, but would have to report the posting and filling of the position to the Oneida Business Committee in their monthly report.

The position posted for October 2014 was:

1) Intake/Investigation Specialist in Family Services in Governmental Services Division
2) Master Electrician in Maintenance in Gaming
3) Reposted Master Electrician in Gaming reposted later in the Month
4) Training and Development Specialist in Employee Services in Gaming
5) Admin Asst I in Administration in Gaming
6) Bingo Caller in Bingo in Gaming
7) WIC Outpatient Dietician in Comprehensive Health

The positions posted for December 2014 were:

1) Pediatrician – Medical – Comprehensive Health
2) Pharmacist – Pharmacy – Comprehensive Health
3) Optical Technician – Optical -Comprehensive Health
4) Dental Assistant – Dental - Comprehensive Health

Salary and Wage Chart Recommendations:

The Oneida Tribe's Compensation Philosophy is:

The Oneida Tribe is committed to providing a fair and equitable compensation package enabling the Tribe to build a world class organization embracing our core values in support of our vision and mission.

Oneida's Compensation Philosophy is based on the following objectives:

- Enables the Tribe to attract, motivate and retain highly qualified and talented employees

- Is in alignment with Oneida Tribe's values and priorities
- Provides salaries and benefits that "match" or "lead" based on relevant external markets
- Recognizes and rewards quality performance at all levels
- Is fiscally responsible and meets all legal and compliance requirements
- Committed to reviewing the compensation strategy annually to maintain our commitment to our workforce
- Openly communicated and easily administered

In order to provide salaries that "match" or "lead" based on relevant external markets, the HR Compensation Department staff, with Josh Cottrell being the lead, periodically conducts a salary analysis benchmark study of the organization's positions. Wage and salary analyses are completed on 20% (approximately 130) of the total positions (approximately 650) within the organization. The 650 positions within the organization are determined after removing similar and/or like positions. For example; there could be 30 Administrative Assistant I's within the organization, but Administrative Assistant I is only considered one position. The analysis compares a position's current pay grades minimum (starting) or midpoint (median) salaries to the corresponding salaries within the market (regional surveys, local organizations/companies, other Tribes, etc.).

The analysis indicates the average percentage difference between market salaries and the position's current pay grade is 5.39%. This means that on average, the market salaries are 5.39% higher than the current pay grades. The analysis also indicates that the median percentage difference is 4.14%. The median (or middle) indicates that half of the analyses were lower than 4.14% and half were higher. Considering the wage charts have not been adjusted since they were implemented in 2008, a percentage difference between 4.14% and 5.39% indicates that the structures as a whole are close to market. It should be noted that position salary analysis are conducted on positions at any given point in time. If the salary analysis indicates the position needs to be re-graded, the position is re-graded accordingly.

Based upon the benchmark analysis, the recommendation is that all wage charts be increased by 5%.

Currently there are 566 employees above the maximum of their pay grade (based upon the exempt and non-exempt wage charts). Increasing the wage charts by 5% would reduce the number of employees above the maximum of their pay grade to 370. Increasing the wage charts by 5% will also increase the number of employees whose wage will fall below the minimum of their pay grade to 301.

If the wage charts are increased, the organization will need to decide what to do with those employees whose wage falls below the minimum of their pay grade. Options include:

- Option 1: Increase the wages of all employees by 5%.
  - This option adjusts the wages of all employees, ensuring that employees maintain their current position within the pay grade. Employees would not fall below the minimum of the pay grade and there won't be any wage compression.
- Option 2: Adjust the wages for those employees whose wage falls below the minimum of the pay grade.
  - This option maintains employee wages at the minimum of their pay grade. This option was utilized when the wage structures were first implemented during the Valliant Compensation Study.
  - The estimated annual cost to bring the wages of 301 employees to the minimum of their pay grade is $220,105.
  - This option does create wage compression and could impact the moral for those employees who did not receive a wage adjustment.
- Option 3: Increase the employee wages over a period of time (e.g. Increase wages by 2.5% over the course of two years.)
  - This option would lessen the impact on the budget and may be more manageable for the organization to implement.

- The organization could also choose to adjust the wage structures over a period of time.

- Option 4: Do not adjust employee wages.
  - Approximately 301 employees will fall below the minimum of their pay grade. Employees may have the perception that they are not being paid appropriately, therefore impacting employee morale.

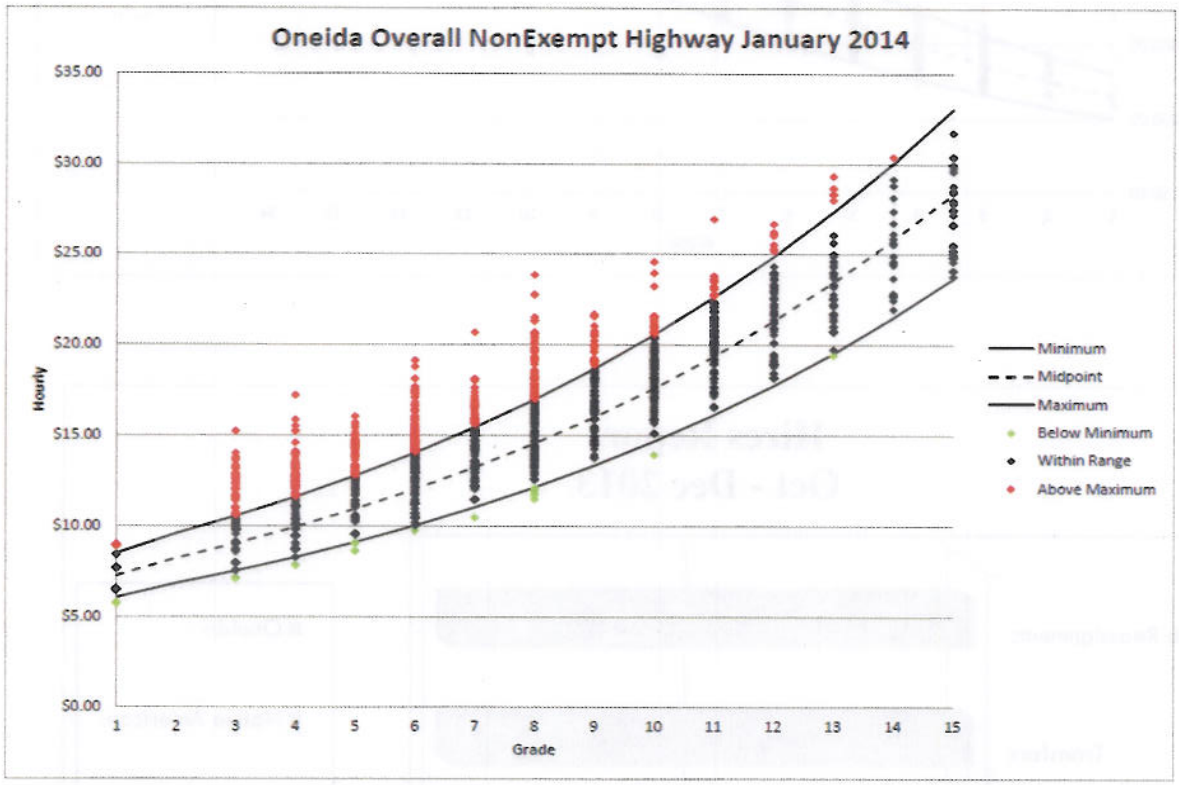
I would recommend a financial impact be completed by the Finance Office for the options listed above recommendations and financial impacts.

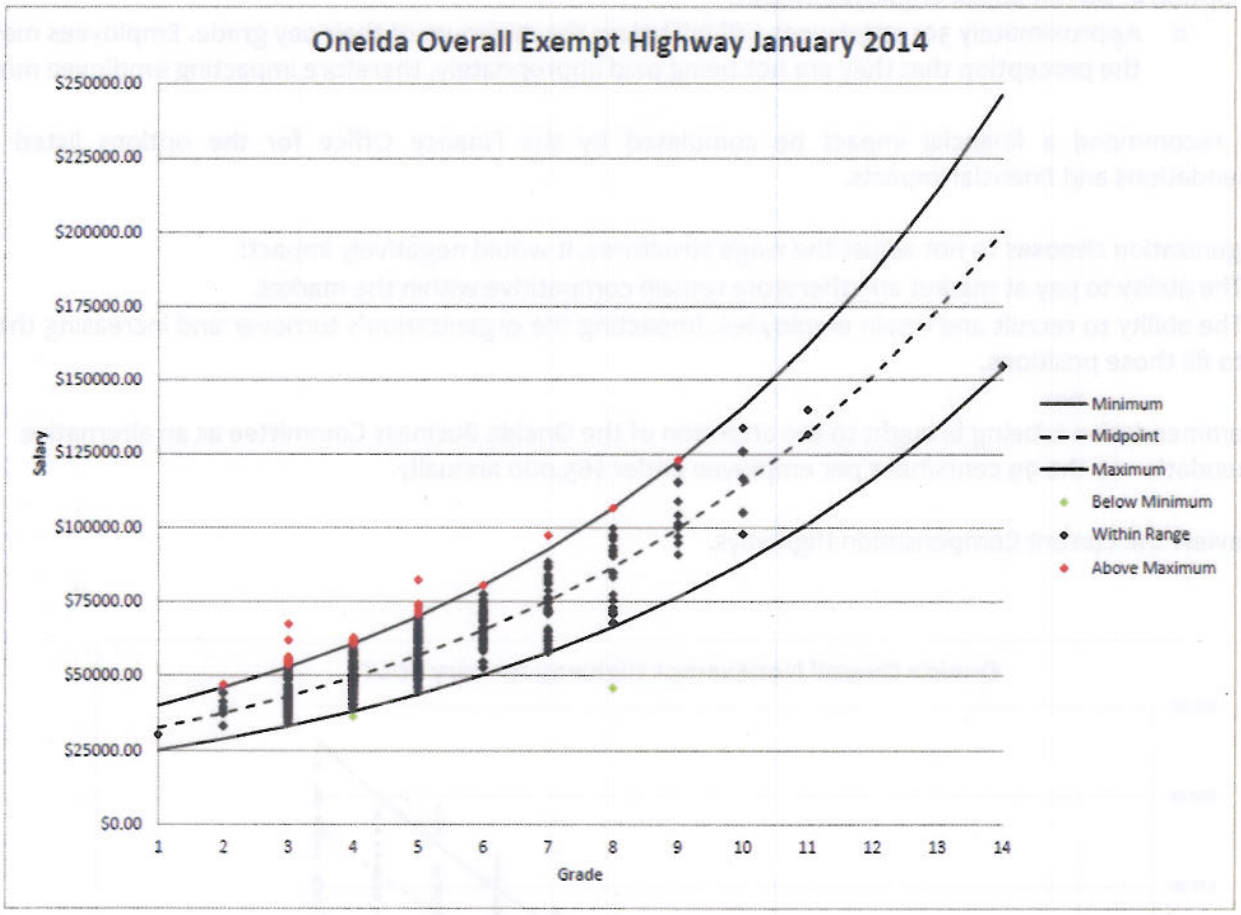
If the organization chooses to not adjust the wage structures, it would negatively impact:

- The ability to pay at market and therefore remain competitive within the market.
- The ability to recruit and retain employees. Impacting the organization's turnover and increasing the costs to fill those positions.

This recommendation is being brought to the attention of the Oneida Business Committee as an alternative recommendation to the 99 cents/hour per employee under $65,000 annually.

Please review the current Compensation Highways.




Oneida Overall Exempt Highway January 2014
$250000.00
$225000.00
$200000.00
$175000.00
$150000.00
$125000.00
$100000.00
$75000.00
$50000.00
$25000.00
$0.00
Salary
1
2
3
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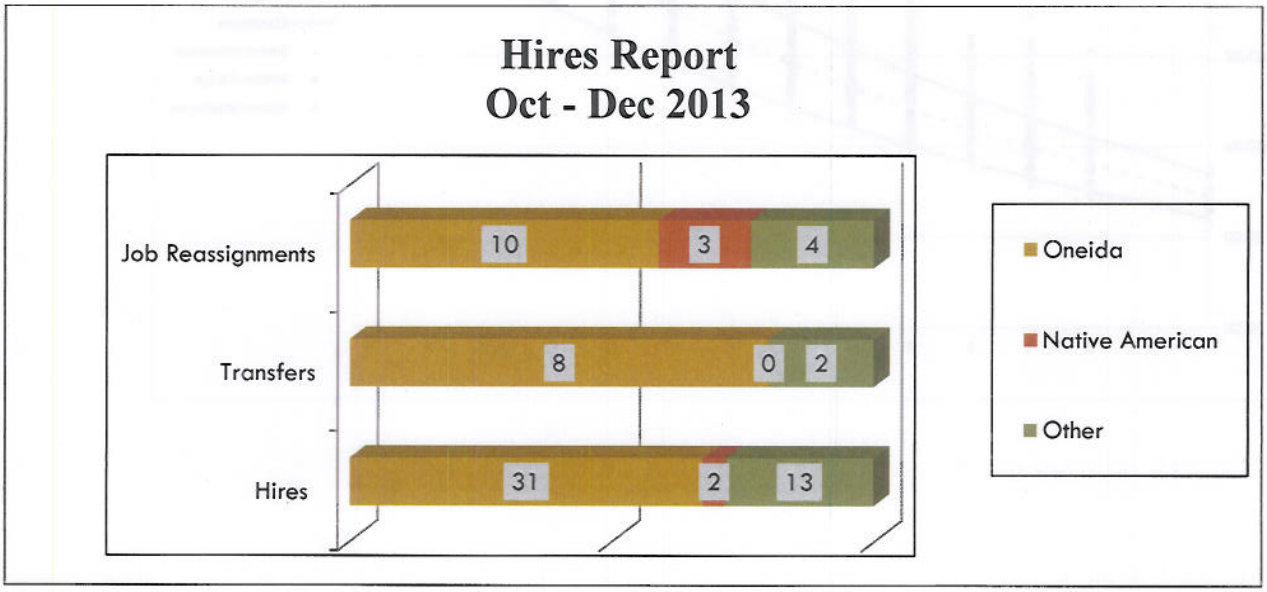
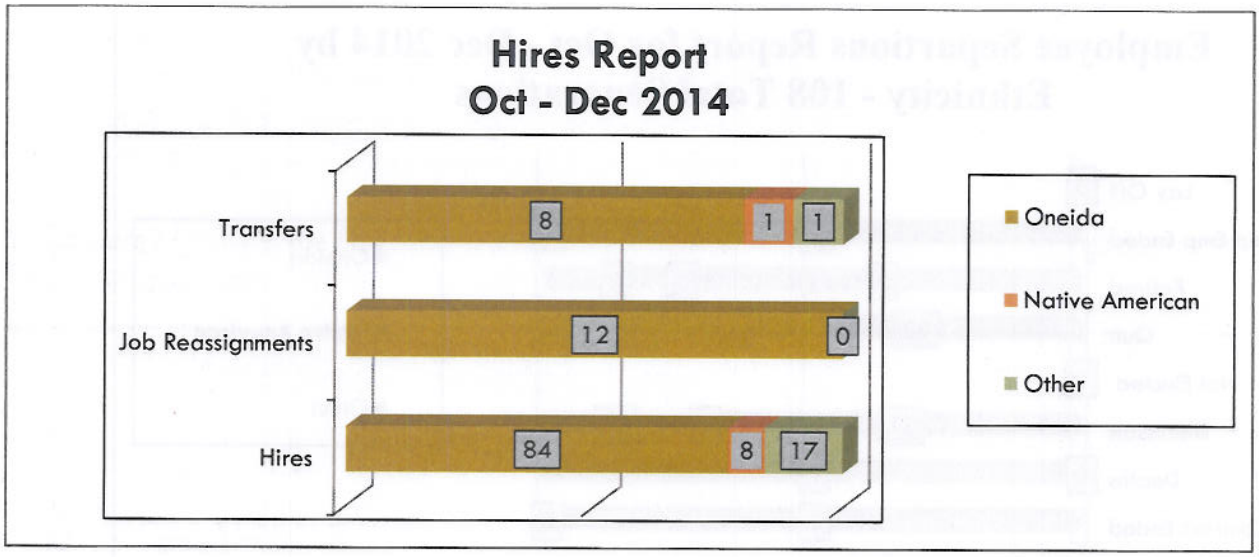
Grade
Minimum
Midpoint
Maximum
Below Minimum
Within Range
Above Maximum

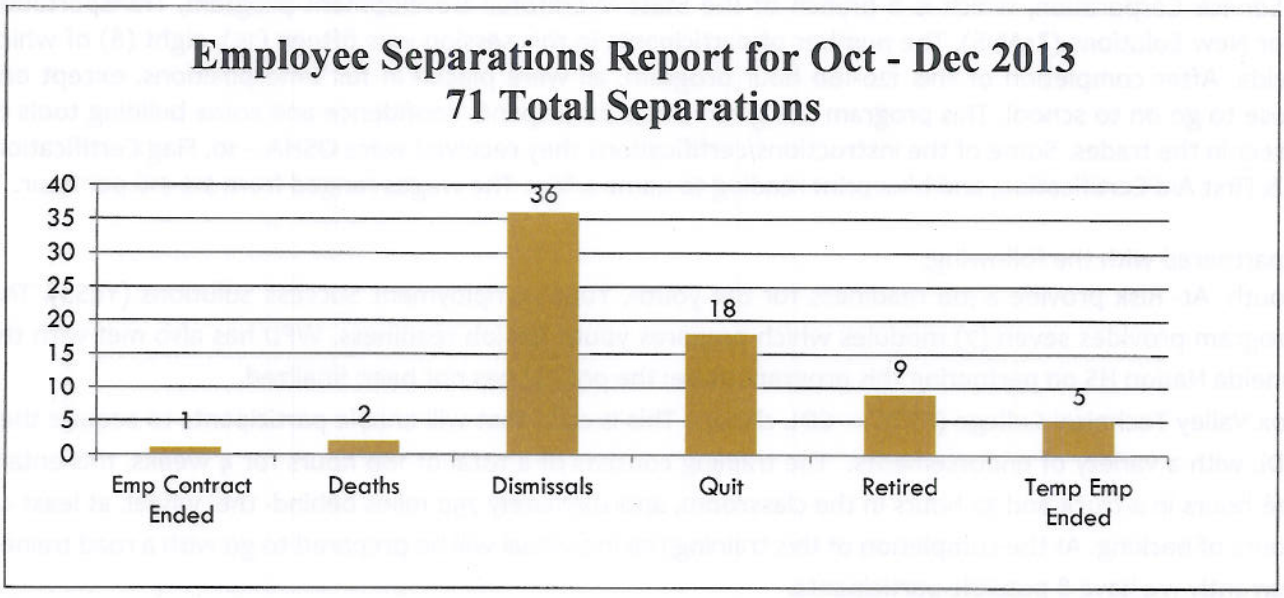

Hires Report
Oct - Dec 2013
Job Reassignments
10
3
4
Transfers
8
0
2
Hires
31
2
13
Oneida
Native American
Other

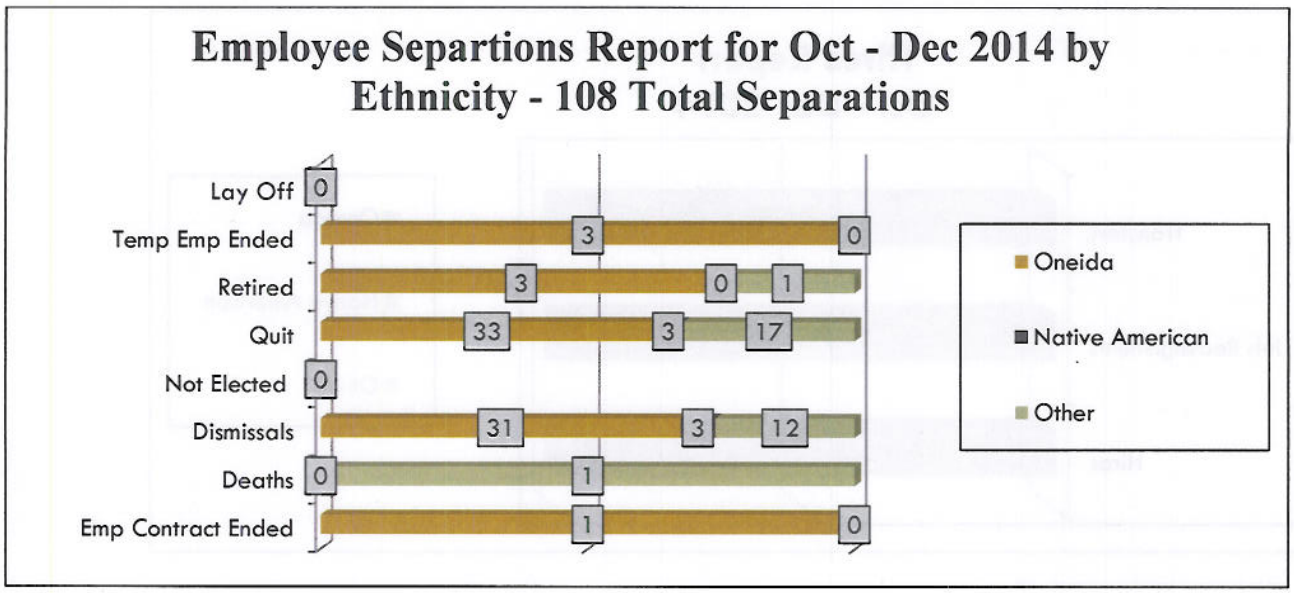


For Oct - Dec 2014:

- 80% of all transfers were filled by enrolled Oneida Tribal members,
- 100% of all job reassignments were filled by enrolled Oneida Tribal members,
- 77% of all hires were filled by enrolled Oneida Tribal members.

There were 46 hires in the first quarter of FY 2013 compared with 109 hires during the first quarter of FY2014. The majority of these hires for FY2014 were emergency temporary status.





There was a total of 71 Total Employee Separations for the first quarter of FY2014 (Oct – Dec, 2013) compared to 108 Total Employee Separations in the first quarter of FY2015 (Oct – Dec 2014). Unfortunately we were not including the ethnicity of the employee in the information in FY2013. Comparisons in the future will include the employee's ethnicity.

Workforce Development Department

In October 2013, Workforce Development Department (WFD) was working on a continued partnership with Forward Service Corporation, which is a branch of the State Workforce Development program, Transportation Alliance for New Solutions (TrANS). The number of participants in this session was fifteen (15), eight (8) of which were Oneida. After completion of this 120-160 hour program, all were placed in full time positions, except one which chose to go on to school. This program has given these participants confidence and some building tools to start a career in the trades. Some of the instructions/certifications they received were OSHA – 10, Flag Certification, CPR/AED & First Aid Certification, and blue print reading to name a few. The wages ranged from $12-$16 per hour.

We have partnered with the following:

- Youth- At- Risk provide a job readiness for the youth, Youth Employment Success Solutions (YESS). This program provides seven (7) modules which prepares youth for job readiness. WFD has also met with the Oneida Nation HS on partnering this program there; the project has not been finalized.
- Fox Valley Technical College (FVTC) – CDL classes. This is class that will enable participants to acquire their CDL with a variety of endorsements. The training consists of a total of 180 hours for 4 weeks, this entails 148 hours in a truck and 32 hours in the classroom, approximately 750 miles behind- the- wheel, at least 40 hours of backing. At the completion of this training the individual will be prepared to go with a road trainer. Currently we have 8 possible participants.
- Northeastern Wi Technical College (NWTC) – Introduction to Health Careers 3 credit class, start date was January 5th thru April 1st. This course is designed to introduce students to the skills necessary for success on the academic program. The course will provide instruction in setting and attaining goals; time management, health and well-being; interacting with others; learning styles; listening, reading and taking notes; communication skills, study skill, and test taking skills. The course will also provide guidance on choosing a major and career path, clinical rotations, and succeeding in a professional environment and

understanding of Health Careers. This class is a total of 45 hours. Currently we have 20 students participating.

- College of Menominee (CMN) – Is providing a Home Health Aide (HHA) class, this is a certification in HHA and the class starts January 26th for 8 weeks. WFD is offering to pay for math and Student Success Strategies; these are 3 credit classes for 16 weeks. WFD will be providing Outstanding Applicant training for two classes.
- Wisconsin Senior Employment (WISE), National Indian Council on Aging (NICOA) Curative are elder programs that the organization can use as a supplement for employment. WFD will be setting up meetings with them to explain what they can offer.
- Bay Area Workforce Development Board had conducted a Work Certified Instructors/Trainer course for Instructors. Two WFD staff attended along with an HR Generalist participated and received Certification for teaching Work Certified – job readiness program.

WFD continues to send out flyers, post flyers at various locations, recruit internally/externally, advertise in Kalihwisaks, and provide updates on events. We also give tips on various soft-skills which employers are interested in hiring on our Workforce Development Department Facebook page . (Highlight and right click and select Open Link)

HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)/RECORDS OCT – DEC, FY'15

The team consists of Melinda K. Danforth-HRIS Manager, Terry Skenandore-HRIS Specialist and Vicki Cornelius-Records Technician.

We ensure the HRIS Systems and applications, such as Supervisor Inquiry, Self-Service, Internal Reference Directory and Workforce Detail support the needs of the Human Resources Department. Enter all personnel data into the HR/Payroll System (Infinium), provide personnel data reports (Cognos) to management, complete verification of employment requests and oversee the Human Resources personnel files (OnBase).

Functions	Oct	Nov	Dec	Total
HR/Payroll Entry Transactions	*777	393	375	1545
Employee Self-Service Entries	46	27	46	119
Employment Verifications	181	173	249	603

*Oct includes Annual Evaluation Entries

High Performing Workforce: A team was put together as a result of the Skatnikulat Score Card initiative. The lead for the project team is Melinda K. Danforth.

- This project is currently on hold.

EMPLOYEE INSURANCES – OCT-DEC, FY2015

During the first quarter of FY15, the Insurance Department conducted an open enrollment period for medical, dental, and vision insurance, voluntary workplace benefits, voluntary term life and flex spending. During the open enrollment period, the organization also offered an additional dental plan through Dental Associates.

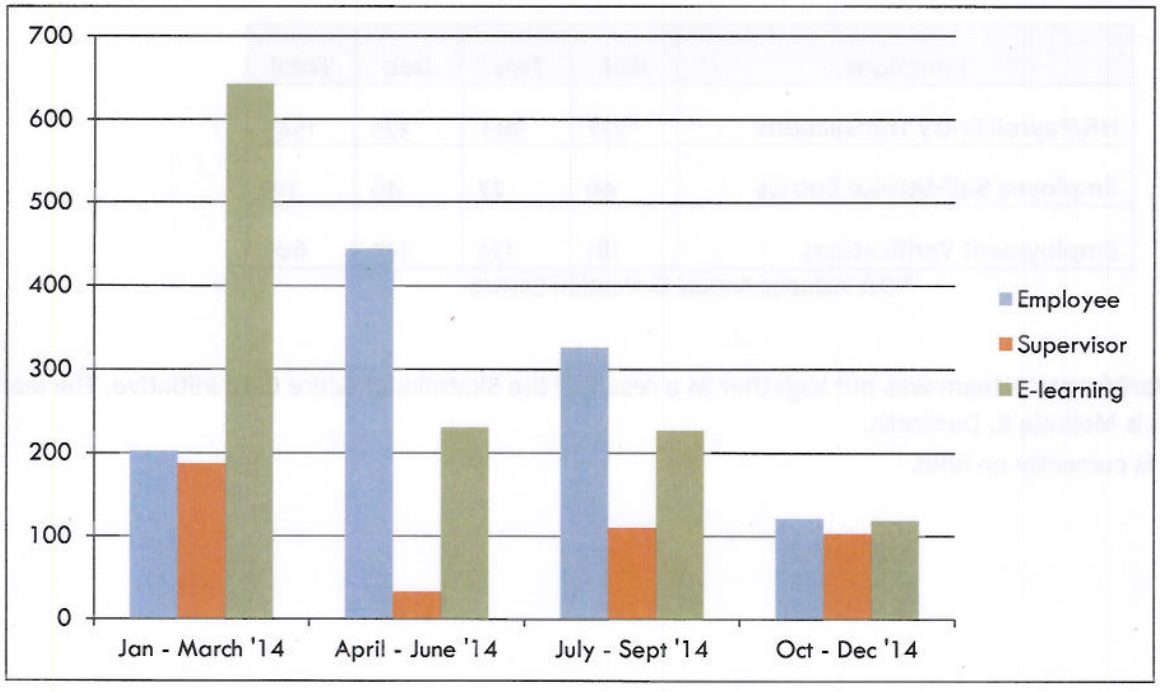
The end of the calendar year is one of the busiest times of the year for Employee Insurances. During this time, Employee Insurances updates any changes/updates to employee elections/deductions. Those elections/deductions include new medical premium rate changes, adjustments as a result of HRA scores, flex spending elections, voluntary benefits elections, and changes in insurance coverage (medical, dental, and vision).

MONTHLY INSURANCE COUNT
December 2014

Breakdown	Employee Count	COBRA count	Breakdown	Employee Count	COBRA count
401K	1,568		Medical 1 - Single	803	3
LIF52	2,488		Medical 2 - Limited Family	468	0
Short Term Disability	2,132		Medical 3 - Family	612	0
Long Term Disability	2,101				
Dental 1 - Single	751	5	Vision 1 - Single	735	4
Dental 2 - Limited Family	551	0	Vision 2 - Limited Family	551	0
Dental 3 - Family	734	0	Vision 3 - Family	729	0

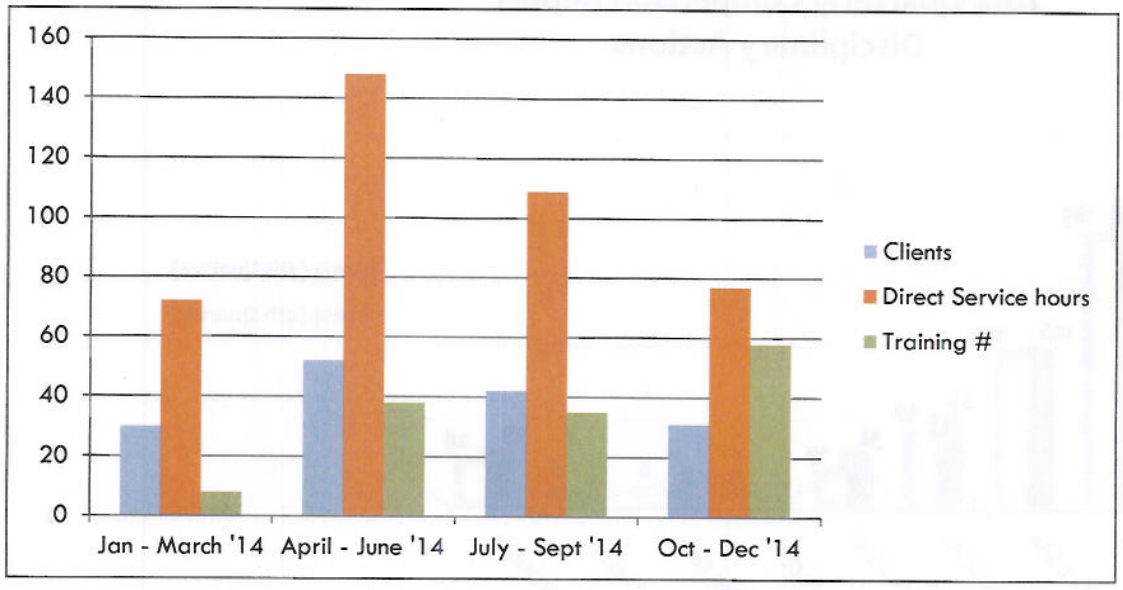
The Insurance team consists of: Christina Blue Bird, Kimberly Schultz, Ricardo Torres, and Josh Cottrell

TRAINING AND DEVELOPMENT OCT – DEC, FY'15



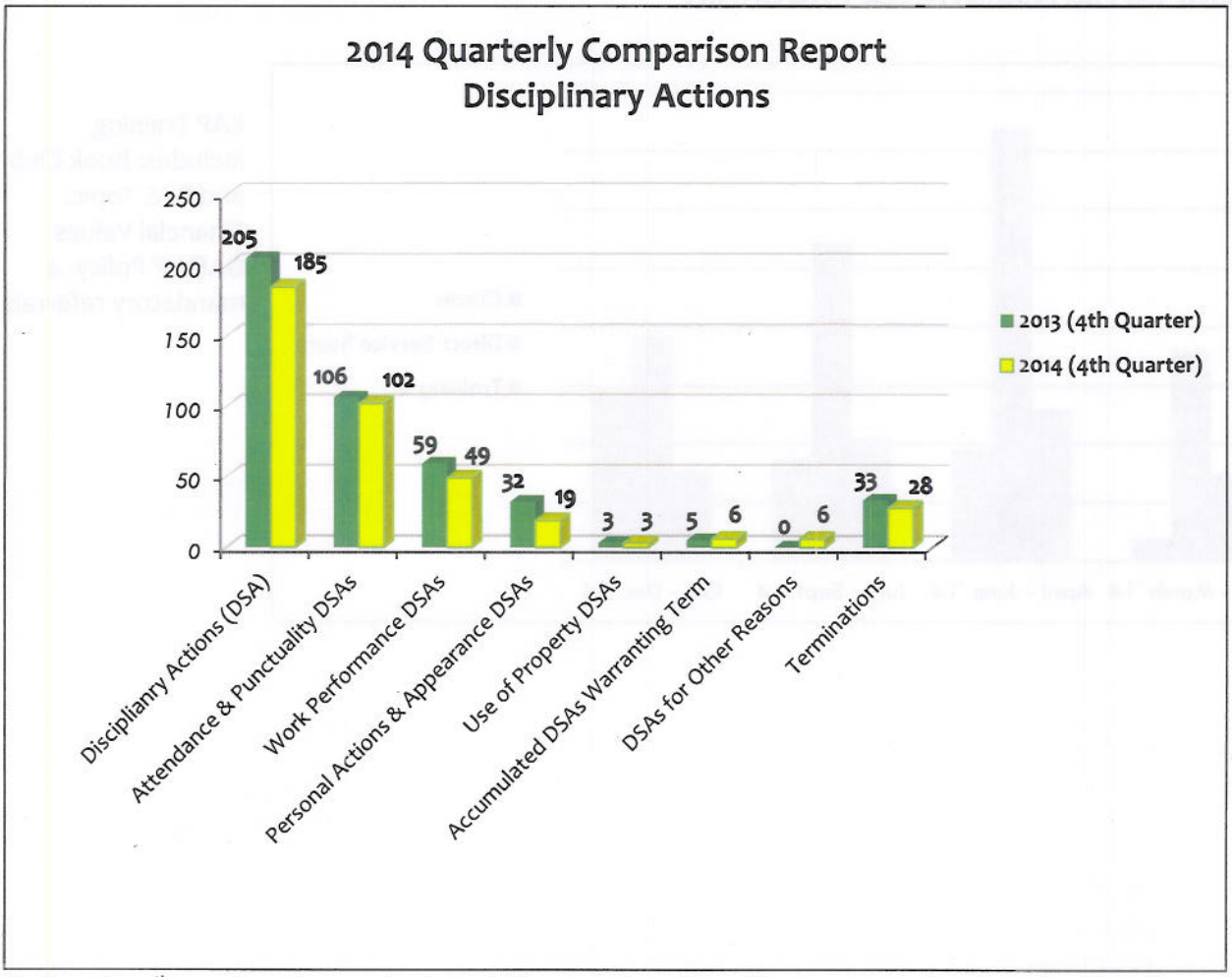
The spike in training for employees April-June is due to annual Customer Service for Comprehensive Health Division. The numbers in Jan – Mar do NOT include e-learning for DAFWP rollout. Additional information on this can be requested through the HRD Training & Development Director.

ONEIDA EMPLOYEE ASSISTANCE PROGRAM



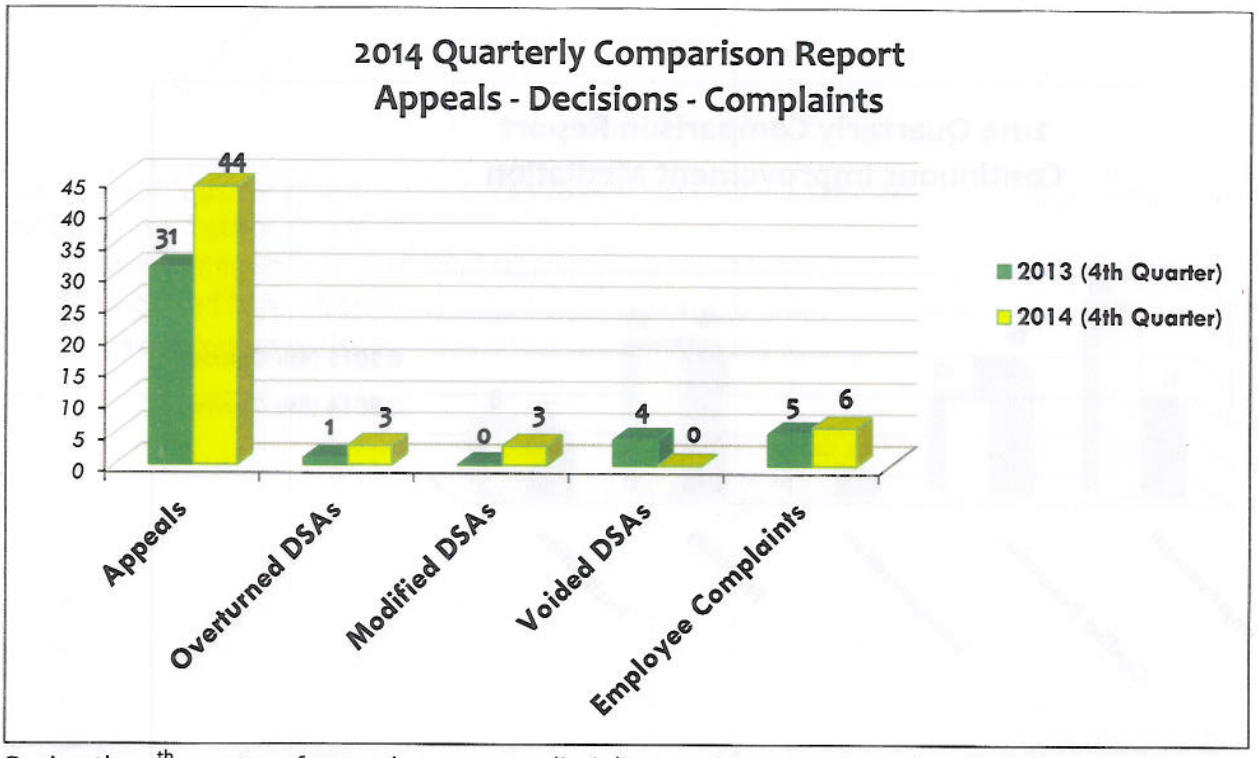
EAP Training includes: Book Club and RAS Topic: Financial Values
DAFWP Policy: 4 mandatory referrals

EQUAL EMPLOYMENT OPPORTUNITY (EEO) DEPARTMENT OCT-DEC, FY'15



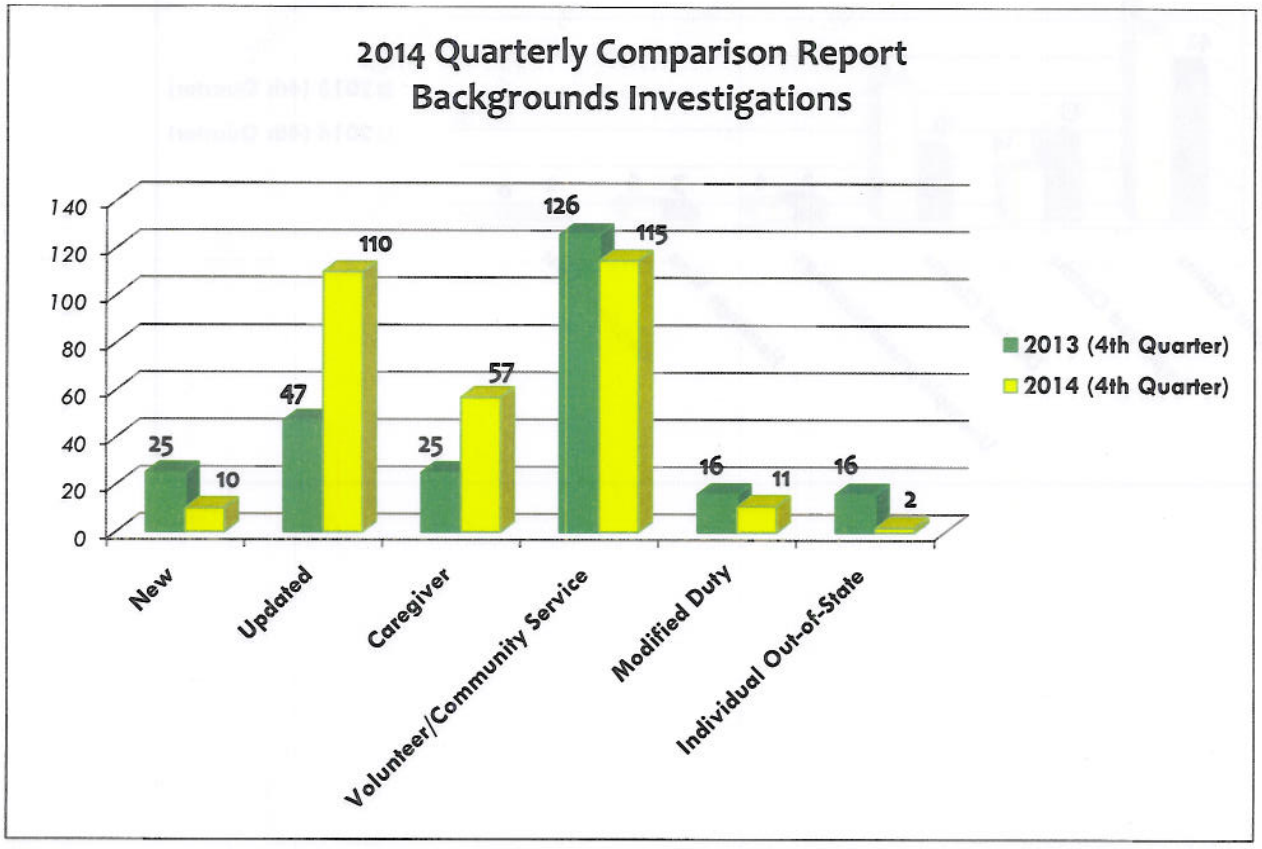
During the 4th quarter of 2014, the 6 disciplinary actions issued to employees for reasons other than disciplinary were as follows:

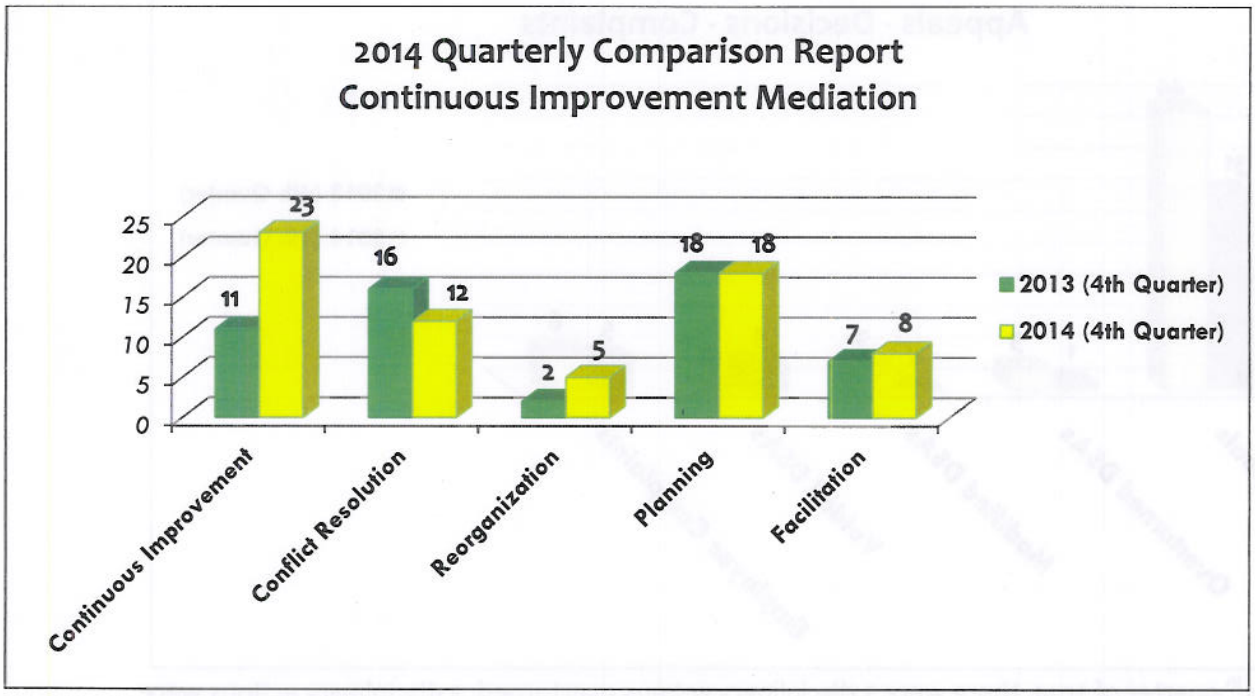
1. Unable to return from a Leave of Absence = 4
2. Loss of Driver's License = 1
3. Loss of Gaming License = 1

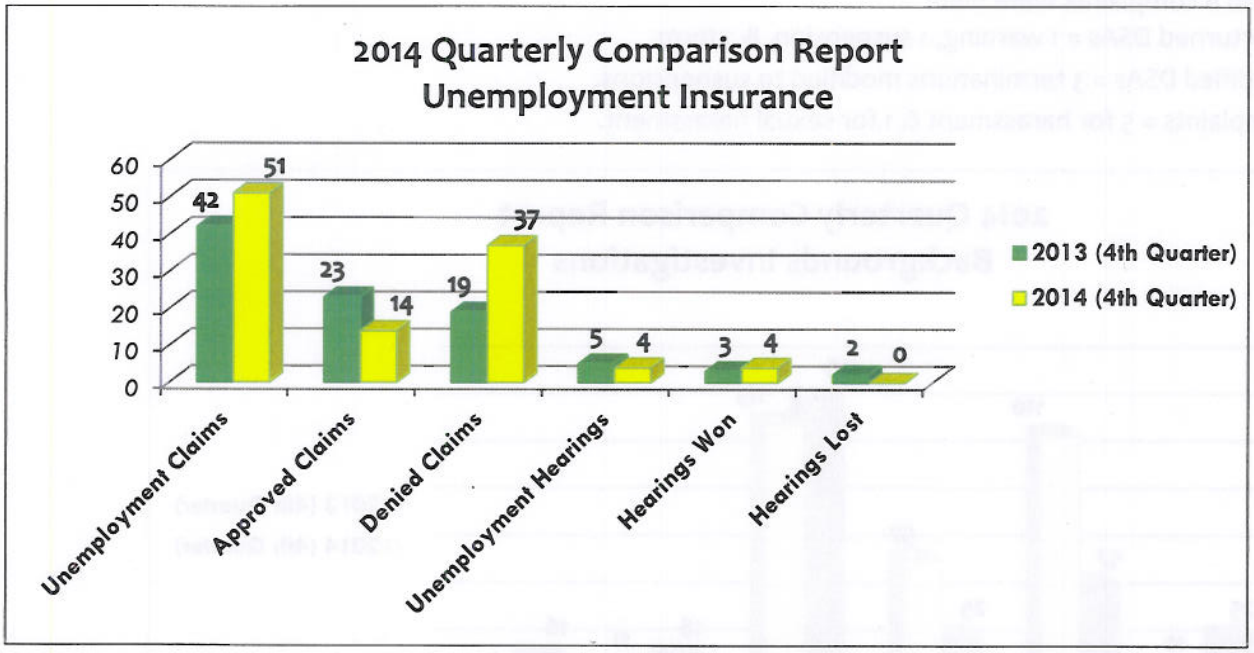


During the 4th quarter of 2014, there were 3 disciplinary actions overturned, 3 disciplinary actions were modified, and 6 complaints were filed:

1. Overturned DSAs = 1 warning, 1 suspension, & 1 term.
2. Modified DSAs = 3 terminations modified to suspensions.
3. Complaints = 5 for harassment & 1 for sexual harassment.




2014 Quarterly Comparison Report
Continuous Improvement Mediation
25
20
15
10
5
0
11
23
16
12
2
5
18
18
7
8
2013 (4th Quarter)
2014 (4th Quarter)
Continuous Improvement
Conflict Resolution
Reorganization
Planning
Facilitation


2014 Quarterly Comparison Report
Unemployment Insurance
60
50
40
30
20
10
0
42
51
23
14
19
37
5
4
3
4
2
0
2013 (4th Quarter)
2014 (4th Quarter)
Unemployment Claims
Approved Claims
Denied Claims
Unemployment Hearings
Hearings Won
Hearings Lost