

Oneida Business Committee Agenda Request

1. Meeting Date Requested: 02 / 10 / 16

2. General Information:

Session: Open Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

3. Supporting Materials

Report Resolution Contract

Other:

1.

3.

2.

4.

Business Committee signature required

4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

5. Submission

Authorized Sponsor / Liaison:

Primary Requestor:

Your Name, Title / Dept. or Tribal Member

Additional Requestor:

Additional Requestor:

Oneida Business Committee Agenda Request

6. Cover Memo:

Describe the purpose, background/history, and action requested:

Submission of HRD 1st Quarter FY'16 Quarterly Report

- 1) Save a copy of this form for your records.
- 2) Print this form as a *.pdf OR print and scan this form in as *.pdf.
- 3) E-mail this form and all supporting materials in a **SINGLE** *.pdf file to: BC_Agenda_Requests@oneidanation.org

HUMAN RESOURCES DEPARTMENT

1st Quarter Report October-December, FY2016

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
 - The Project Lead is Nicolas Reynolds. Nicolas's role will be to guide the Core Team and coordinate the overall process. The Core Team is responsible for managing and communicating the framework of the project, facilitating workshops, guiding business units through the process, measuring and reporting overall progress through HRD, and providing consulting support to HR staff acting as business partners to the business units. In addition, Nicolas will also be responsible for problem solving when obstacles arise for the Core Team and coordinating between the Core Team, HRD, the Oneida Business Committee, and the business units involved.
 - On October 12, 2015, a rollout meeting was held at the Radisson to present the overall concept to senior leadership from the pilot areas (Gaming, GSD, and Comprehensive Health). In addition, the Business Committee, the remaining Division Directors, the CFO's office, and others who will have connection to the project moving forward or will in the future were invited. Nearly one and half hours of conversation ensued where leaders expressed concerns and potential obstacles to the SWP initiative.
 - The feedback from leaders in the rollout meeting will be used when moving forward. The Core Team is preparing to engage in a change management strategy which will aim to mitigate resistance and prepare the organization for successfully transitioning to the SWP process. The LOC is working on the Employment Law and will be pushing it forward, which is necessary to enable several key components of SWP. As these pieces all begin to come together, we'll be able to position the organization to better achieve its most important goals going into the future.
- **SUCCESSION PLANNING.** The planning meetings have been established. **PURPOSE:** A succession planning process helps prevent the loss of vital organizational history or knowledge due to retirements, vacancies, and/or resignations. The succession planning process will assess all employees. See age charts on page 5.

It's important to follow a succession planning process to ensure employees are recruited and properly developed so they have the competencies, skills, education, certifications/licenses, and experience necessary to fill vital positions. The HR management team will look at the following:

- Identifying critical positions which are instrumental to achieving strategic and operational goals.
- Anticipating gaps in those positions due to retirement and other factors.
- Defining the qualifications and competencies required to perform successfully in the position.
- Implementing focused strategies to attract and develop pools of qualified candidates who will be ready for emerging opportunities.

- Ensuring that support for the strategies and processes are in place to retain and fully engage employees.
- **WAGE AND SALARY CHART CHANGES.** The Human Resources Department will be increasing the wage and salary charts by 5%. The charts have remained the same since the implementation of the compensation study done in 2007. The 5% was determined when the Compensation and Hiring staff conducted a benchmark survey for 20% of the positions for a market wage comparison. The staff reviewed positions that were vacant and needed to be filled, new, hard to fill and those positions with high turnover.
 - The Oneida Tribe's Compensation Philosophy: *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.*
 - The Tribe's Compensation Philosophy is partially based on the principles, that the Tribe has the ability to offer competitive salaries relative to the labor market in which it recruits, to ensure external competitiveness, and to provide salaries that will match or lead the market.
 - This change will have an impact on approximately 27 employees. The employee's wage/salary may no longer be on the updated charts. To fix this, these employees will be moved to the minimum of their position's determined grade. The approximate cost to implement this change is \$38,979. This does not include fringe and indirect cost.
 - **Changing the wage/salary charts does not mean, all employees will receive a 5% increase in pay.** Only the employee's whose pay does not meet the minimum pay for the grade of their position.
 - HR will need action from the BC to direct the Finance Office to identify the funds to implement the change in the wage charts. If this not doable, then the change to the wage and salary charts will be implemented in FY 17.
- **EMPLOYMENT LAW.** The Human Resources Department (HRD) continues to assist the Legislative Operating Committee (LOC) with the development of the draft Employment Law which was originally added to the LOC's Active Files List on September 17, 2014. The draft Employment Law will provide a fair, consistent and efficient structure to govern all employment matters of the Oneida Tribe.
 - HRD was also given the responsibility to draft the Rules that will provide expectations and standards for implementing the draft Employment Law.
 - The information includes recommended changes to the hiring process, disciplinary process, performance evaluations, holidays, paid time off, etc.
 - The draft Employment Law and Rules are both currently a being reviewed for legislative analysis by the Legislative Reference Office
- **DONATION OF HOURS.** The rules for the donation of hours will be changing effective January 1, 2016. IRS rules are dictating the changes. The previous standard operating procedures allowed for donation from one employee to another without any tax consequences. The employee must have a "medical emergency," which is a medical condition of the employee or family member of the employee that will require a prolonged absence. Donating hours for other reasons may be taxable to the donator. The requests will be going through HR for final approval to ensure compliance with the law and to avoid taxation for the employees. HR will communicate to the employment base about the

changes, along with the new standard operation procedure, and the required form. Currently we have 79 employees with donation of hours at 1,697. The implementation date will be January 1, 2016.

- **EXEMPT STATUS CHANGES.** The Department of Labor is revamping the federal overtime laws. One of our main goals is to not wrongly classify a job/position to avoid paying overtime. There are five categories of exempt positions: Executive, Administrative, Professional, and Computer professional.
 - Weekly earnings threshold is going from \$455 to \$970/\$1000.
 - Duties test
 1. Exempt duties will be 50% of the employee’s time devoted to managerial duties.
 - There are approximately, 623 exempt employees.
 - The impact may be as many as 344 employees being changed to non-exempt employees.
 - HR will review all job descriptions from Grade E01 to E05.
 - Determine criteria for consistent application across the Tribe.
 - The comment period closed on September 28, 2015. The Final regulations usually issue with 90 days of the close of comment period.

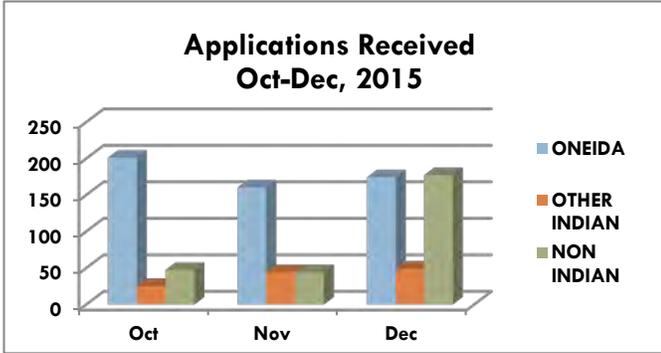
- **WAGE INCREASE SOP.** The human resources department drafted a SOP for implementing wage/salary increases. This SOP is attached and will provide guidance in how HRD will implement the increases moving forward. This SOP will not impact the .99 cent increase that was approved in September 2015. Some of the highlights include:
 - No increase for new hires, contracted-based on language, temporary employees, etc.
 - Employees over the maximum of their pay grade will be frozen. However, they will receive their increase in a one-time lump sum payment.
 - No increase for those employees who ranked unsatisfactory on their annual evaluation.

Budget: HRD submitted the following budget for FY 16:

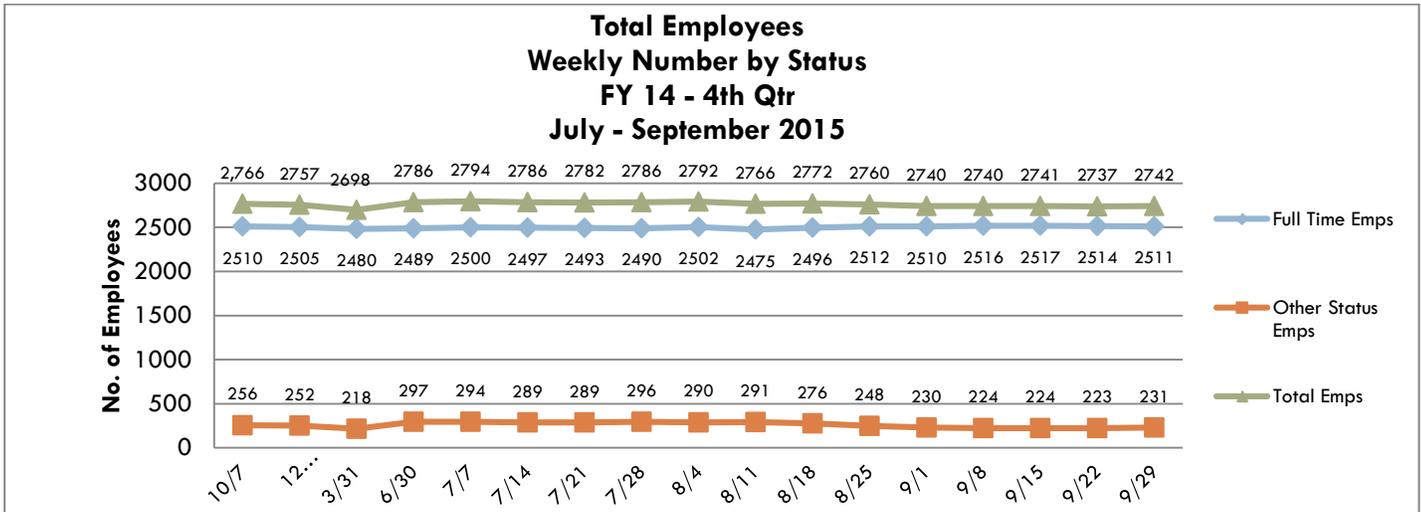
Department	Budget Amount	Funding Source	Spending YTD	Variance
Human Resources	\$2,099,123	Indirect Cost	\$ 522,994	\$ 1,576,129
Employee Assistance	\$ 188,285	Tribal Contribution	\$ 32,229	\$ 156,056
Workforce Development	\$ 347,163	Grant 79% & TC	\$ 52,036	\$ 295,127
Student Intern Program	\$ 122,686	Tribal Contribution	\$ 6,171	\$ 116,516
Employee Incentive & Testing	\$ 12,707	Tribal Contribution	\$ 1,250	\$ 211

This year, Human Resources (HR) 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: Human Resources Dept. has 33 employees, Workforce Development has 3 employees and EAP has 2 employees. Three positions were eliminated in the budget process.

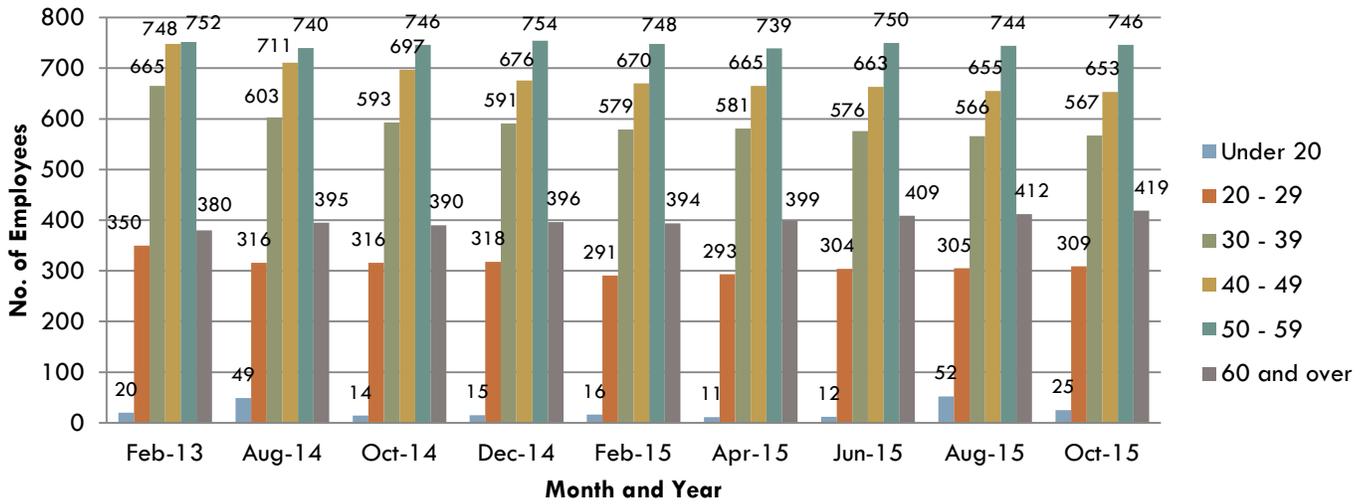


Reception Staff at Skenandoah Complex
Left to Right:
Yasiman Metoxen and Olivia Danforth



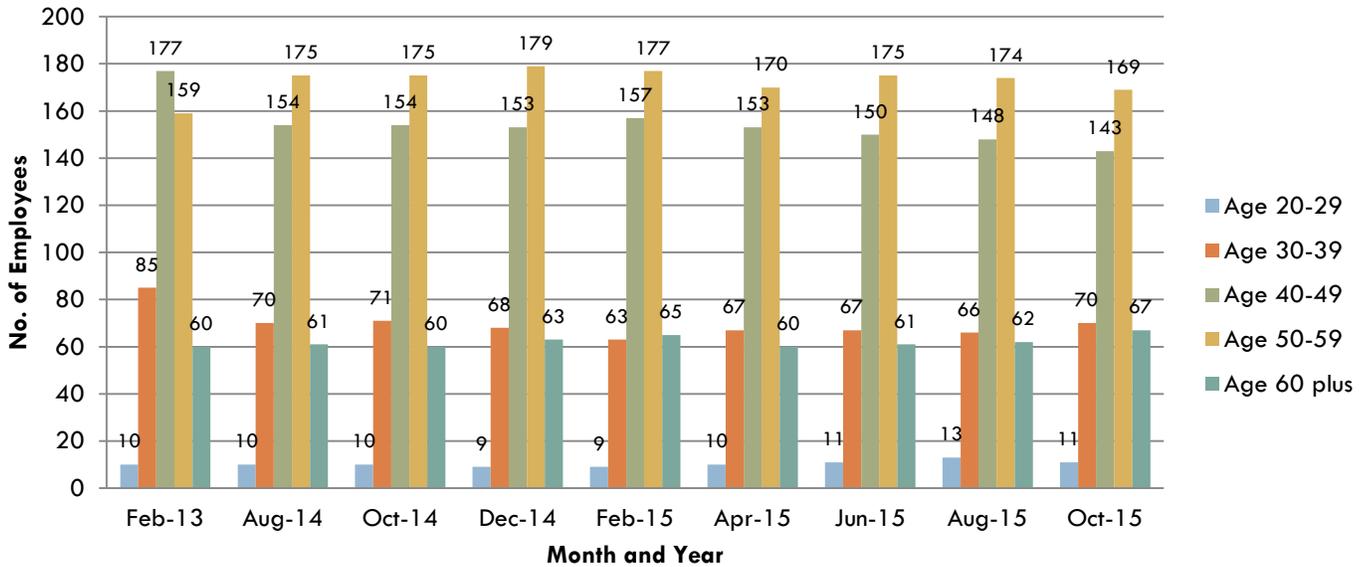
The 4th quarter total number of employees for the Tribe is decreased slightly since October 2014. Full time employees maintained their level at 2510 at the beginning of the fiscal year and 2511 at the end of the fiscal year. During the month of June, employees are routinely laid off due to the nature of their work. The summer months bring on students and youth. The Intern program hired 30 college-level students. The youth programs hired approximately 30 students. Most of the students were done by the end of July. There are a few student interns working 20 hours a week or less at Oneida Recreation to help with tutoring. The maximum number of employees allowed per GTC resolution is 2950 full time equivalents.

All Employees by Age Group October 2015



The largest number of employees falls in the 50-59 age range at 27.44% based on 2719 employees. The second highest is 40-49 age range at 24.02%. There are 419 employees who are in the age group of 60 and over who could potentially retire or leave the workforce in the immediate future to 15 years. Human Resources is working on a Succession Plan to present to the OBC in the near future to address filling any critical positions that may become vacant as a result of an employee retiring.

All Employees by Age Group October 2015



There are 460 total supervisors. Of the 460, Oneida supervisors account for 375 of these supervisory positions.

HUMAN RESOURCES INFORMATION SYSTEMS (HRIS)/RECORDS

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

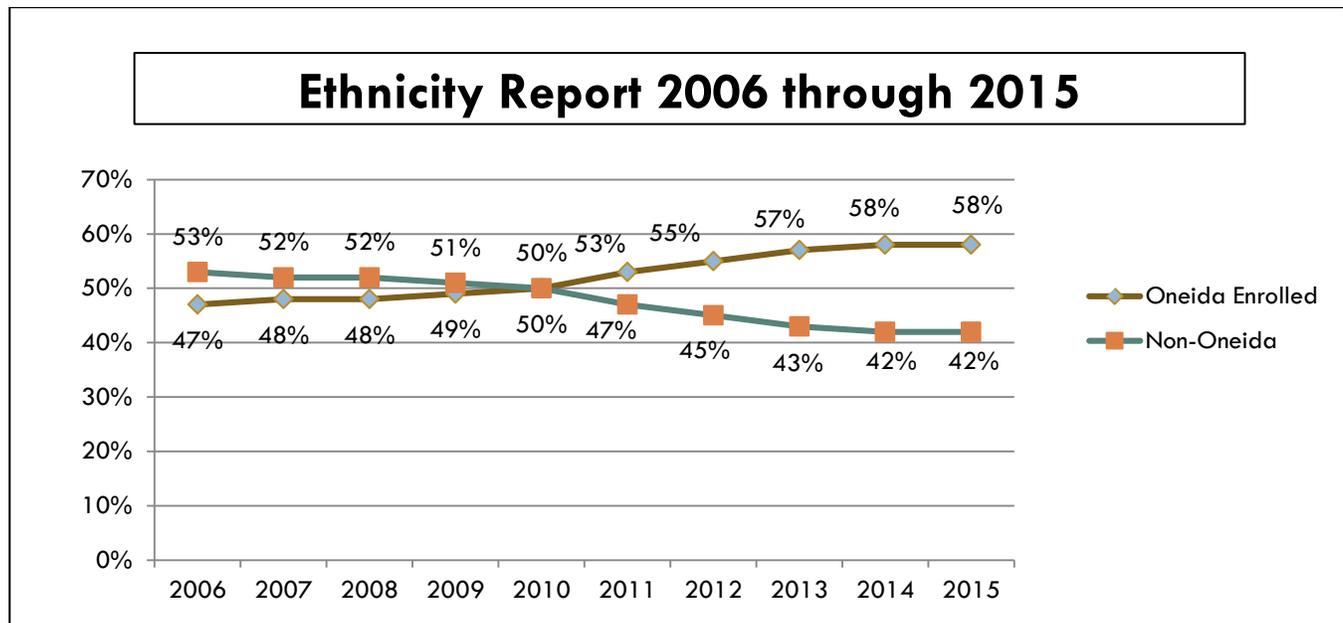
We ensure the HRIS Systems and applications, such as Supervisor Inquiry, Self-Service, Internal Reference Directory and Workforce Detail support the needs of the Human Resources Department. Enter all personnel data into the HR/Payroll System (Infinium), provide personnel data reports (Cognos) to management,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

As of September 2015 HRIS/Records took over the responsibility of completing unemployment verification requests.

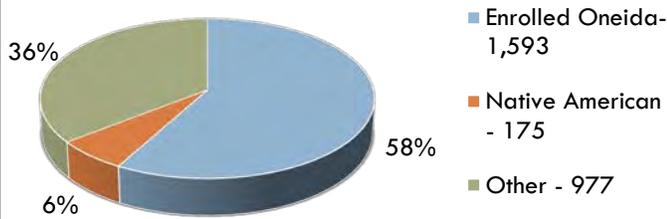
Functions	Oct	Nov	Dec	Total
HR/Payroll Entry Transactions	*3466	481	457	4404
Employee Self-Service Entries	54	36	49	139
Employment Verifications	226	205	247	678
Unemployment Requests	29	20	44	93

*October count high due to .99 cent increase and annual evaluation entries.

COMPENSATION, HIRING AND WORKFORCE DEVELOPMENT

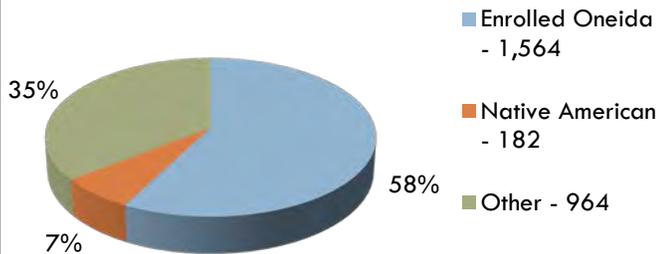


Ethnicity Report - Dec 2014

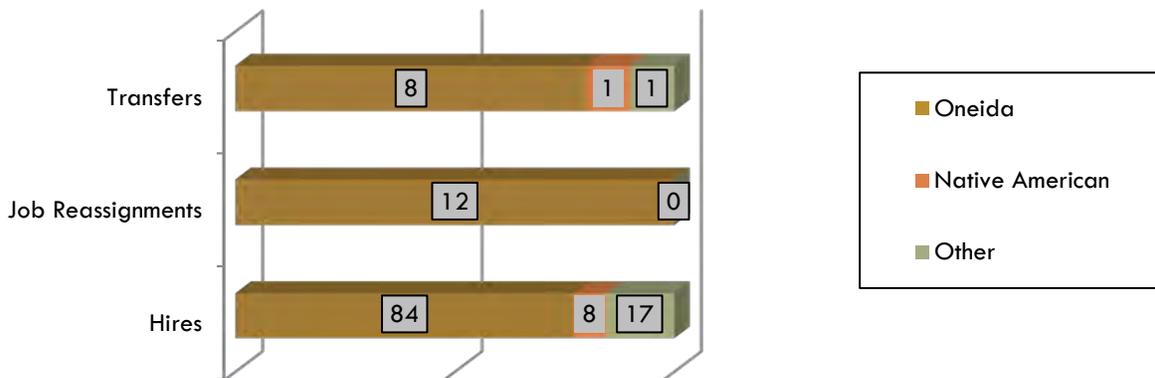


The Ethnicity report percentages remained the same as December 2014 for employees who are Enrolled Oneida which is 58%. There was an increase from 6% to 7% for employees classified as Native American. Reduction in Number of Employees. There were 2,745 employees in December 2014 and 2,710 employees in December 2015. This is a reduction of 35 employees in comparison to the previous year.

Enthnicity Report - Dec 2015



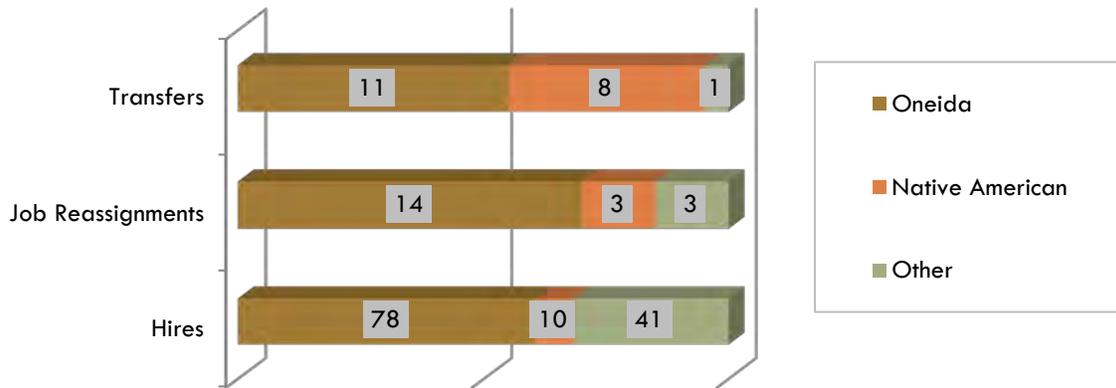
Hires Report Oct - Dec 2014



For October – December 2014

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

Hires Report Oct - Dec 2015



For October - December 2015

- 60% of all hires were filled with enrolled Oneida Tribal members.
- 70% of all job reassignments were filled with enrolled Oneida Tribal members.
- 55% of all transfers were filled with enrolled Oneida Tribal members.

Job Postings by Division for October, November and December 2014

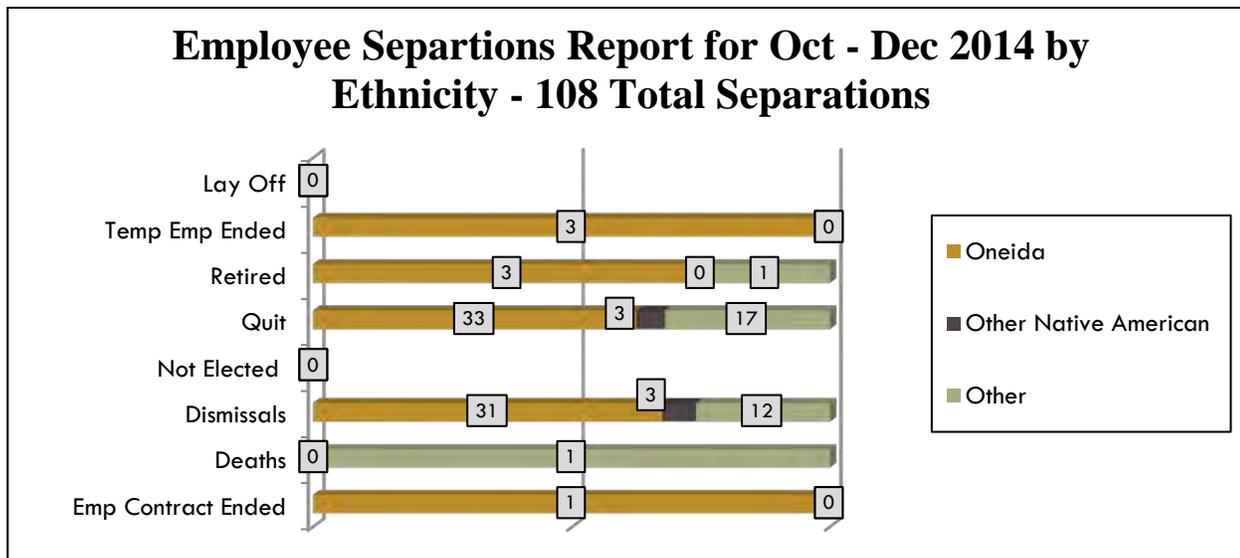
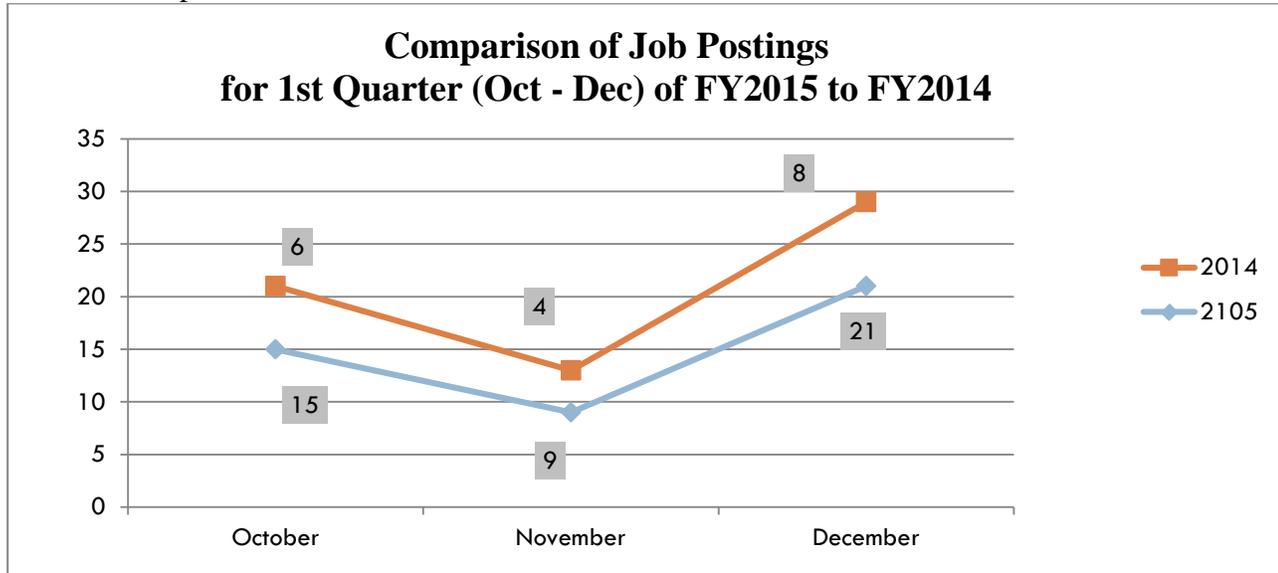
	October	November	December	TOTAL
Gaming	3	3	4	10
Comprehensive Health	0	0	0	0
Development	0	1	0	1
Land Management	0	0	0	0
Environmental, Health & Safety	0	0	0	0
Internal Services	0	0	1	1
Enterprise	0	0	0	0
Finance	0	0	0	0
Non-Divisional	0	0	3	3
Governmental Services	3	0	0	3
Total	6	4	8	18

Job Postings by Division for October, November and December 2015

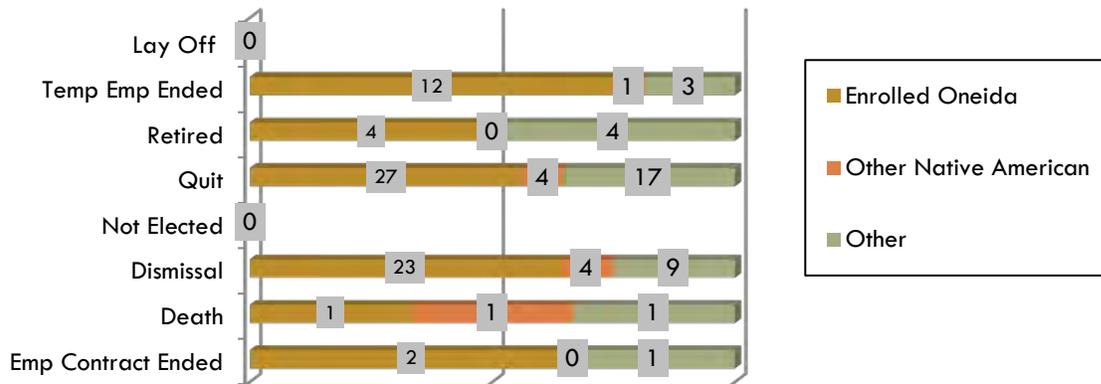
	October	November	December	TOTAL
Gaming	3	2	8	13
Comprehensive Health	0	1	1	2
Development	0	1	1	2
Land Management	0	0	0	0
Environmental Health & Safety	0	0	0	0

Internal Services	1	0	0	1
Enterprise	1	0	0	1
Finance	0	0	0	0
Non-Divisional	3	4	9	16
Governmental Services	7	1	2	10
Total	15	9	21	45

A total of 45 positions were posted from October through December of 2015 in comparison with 18 job posted for this same period in 2014.



Employee Separations Report for Oct - Dec 2015 by Ethnicity - 114 Total Separations



There were a total of 114 employee separations for the period of October through December 2015 in comparison to 108 employee separations for October through December 2014.

WORKFORCE DEVELOPMENT

Workforce Development Report for October, November and December 2015				
	Oct	November	December	TOTAL
TrANS	12	10	15	37
Work Certified	11	5	15	31
OutStanding Applicant	3	20	4	27
NWTC	13	14	11	38
FVTC	0	2	0	2
CMN	2	1	3	6
Supportive Services	25	3	4	32
Mock Interviews	7	4	4	15
Presentations	18	18	18	54
Client Outreach	70	59	61	190
Collaboration with partners	7	7	7	21
Total	168	142	142	

During the 1st Quarter, Workforce Development did outreach to a total of 453 clients. Our Vision is to ***Build a Strong Oneida Workforce***. Our project has two (2) objectives :

Objective 1: By October 2018, we will build an Oneida workforce by providing classes and training that will increase the knowledge, skill set, employability and earning potential for 180 Oneida community members

Objective 2: By October 2018, build both internal and external partnerships with employers and colleges to help 120 program participants obtain full-time employment within the community.

For this past quarter 55 people (this includes our partnership numbers) applied for TrANS, 22 participants were chosen and completed TrANS, and 90% of the participants are currently employed. This program has

given these participants confidence and some building tools to start a career in the trades. Some of the instruction/certifications received were OSHA-10, Flag Certification, CPR/AED & First Aid Certification, Blue print reading certification and Fork Lifting Certification.

We recruited 12 people for Work Certified and 8 were chosen. Due to lack of interest this class was cancelled and rescheduled for January. Nine (9) are currently taking class.

WFD has partnered with FVTC, NWTC, CMN and provided CDL training, Forklift training, and assistance for assorted classes to get in good standing with Higher Education.

WFD has sponsored 3 Forklifting classes that 37 people signed up for and 17 have completed and received Forklift Certification.

We have reached out to all of our clients to assess where they are now and what are their current needs.

WFD provided Soft Skill training 3 times a week for the months of October and November. We will be collaborating with Community Services Area and the WIOA program to hold a Soft Skills training program in February.

EMPLOYEE INSURANCES

During the first quarter of FY16, the Employee Insurance Department administered an open enrollment for health, dental and vision insurances. Employee Insurance received 195 open enrollment forms and made applicable changes effective 1/1/16.

The 2016 Flex Spending open enrollment was conducted and there were 297 enrollment forms received and processes for Flex Spending.

During December 2015, Employee Insurance was preparing to enter in January 2016, the 2016 insurance rate changes and health care premium adjustments. Note: When the premium adjustments were entered in January, the incorrect rates were utilized. This resulted in approximately \$500 in additional adjustments. The error was caught and fixed over a one week period.

The Employee Insurance Department is going to be completing various internal audits in the second quarter of FY16. The audits will ensure that our enrollment information is consistent with the enrollment information that our carriers have and that employee insurance deductions are accurate. There have been some recent situations uncovered where our insurance carriers had former employees still active. There have also been some recent errors uncovered where employees had incorrect insurance deductions. This resulted in approximately \$8,000 in insurance premiums not being collected and/or incorrectly credited.

The Employee Insurance Department provides benefit administration and employee assistance for: medical, dental, vision, disability, retirement plans, voluntary benefits, flex spending, orientation, and workers compensation.

MONTHLY INSURANCE COUNT – December 2015

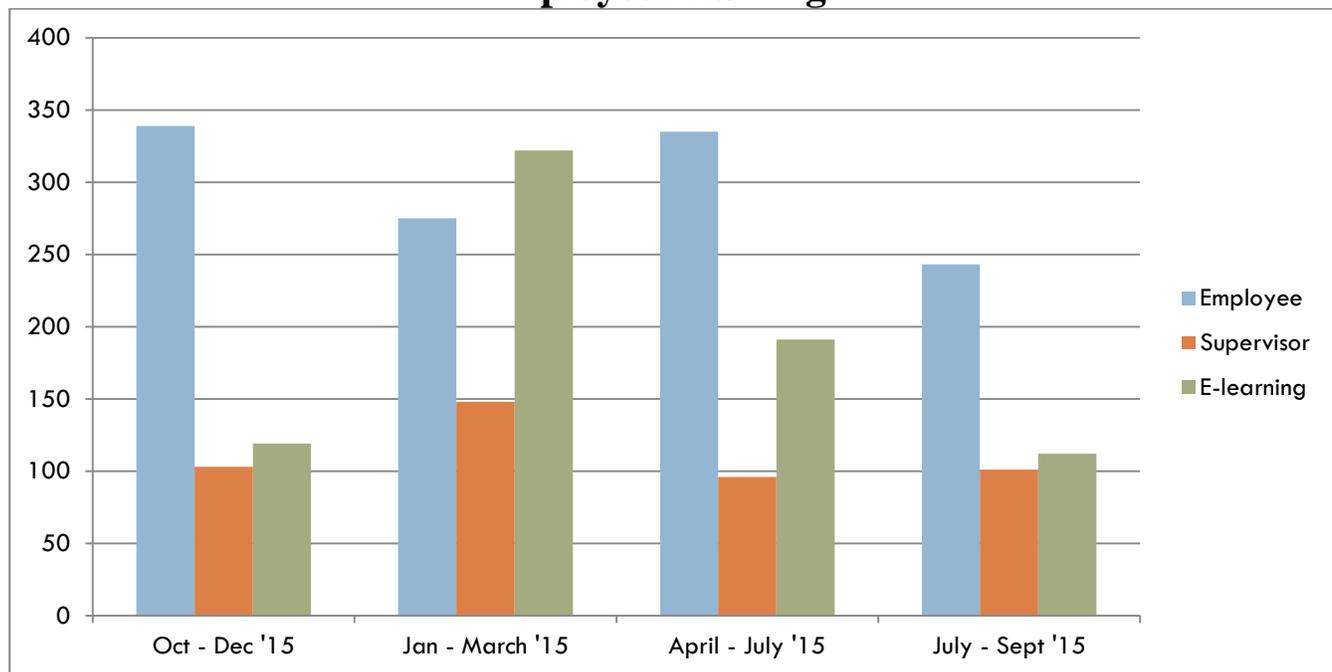
Breakdown	Employee Count	COBRA count	Breakdown	Employee Count	COBRA count
401K	1,672		Medical – Single	869	2
LIF52	2,520		Medical - Limited Family	485	
Short Term Disability	2,105		Medical – Family	635	

Long Term Disability	2,077				
Delta Dental – Single	672	6	Vision - Single	789	4
Delta Dental- Limited Family	468	1	Vision - Limited Family	550	1
Delta Dental - Family	636		Vision - Family	741	
Dental Associates – Single	143				
Dental Associates – Limited Family	91				
Dental Associates - Family	119				

The Insurance team consists of: Christina Blue Bird, Kimberly Schultz, Kristin Jorgenson and Josh Cottrell

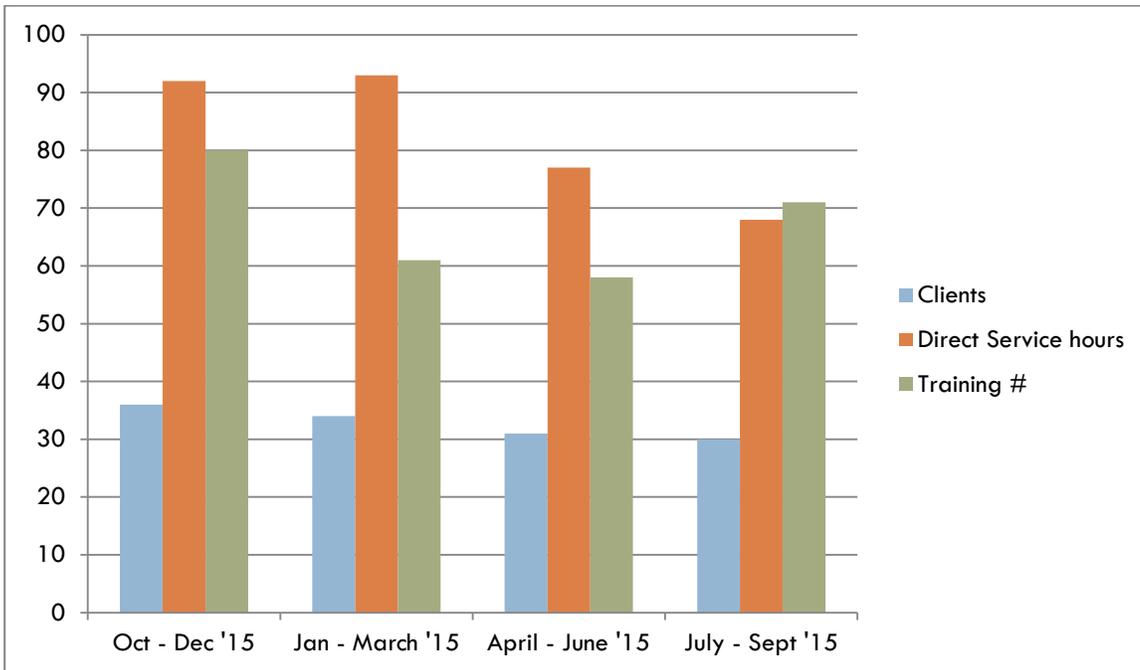
TRAINING & DEVELOPMENT

Employee Training



- *Conducted Emotional Intelligence for Radisson, about 50 Radisson employees trained.
- *Conducted 7 Habits for Highly Effective Managers for Radisson with Oneida Managers (8 Radisson employees)
- *Hired new Senior Trainer due to vacancy: Carrie Ninham

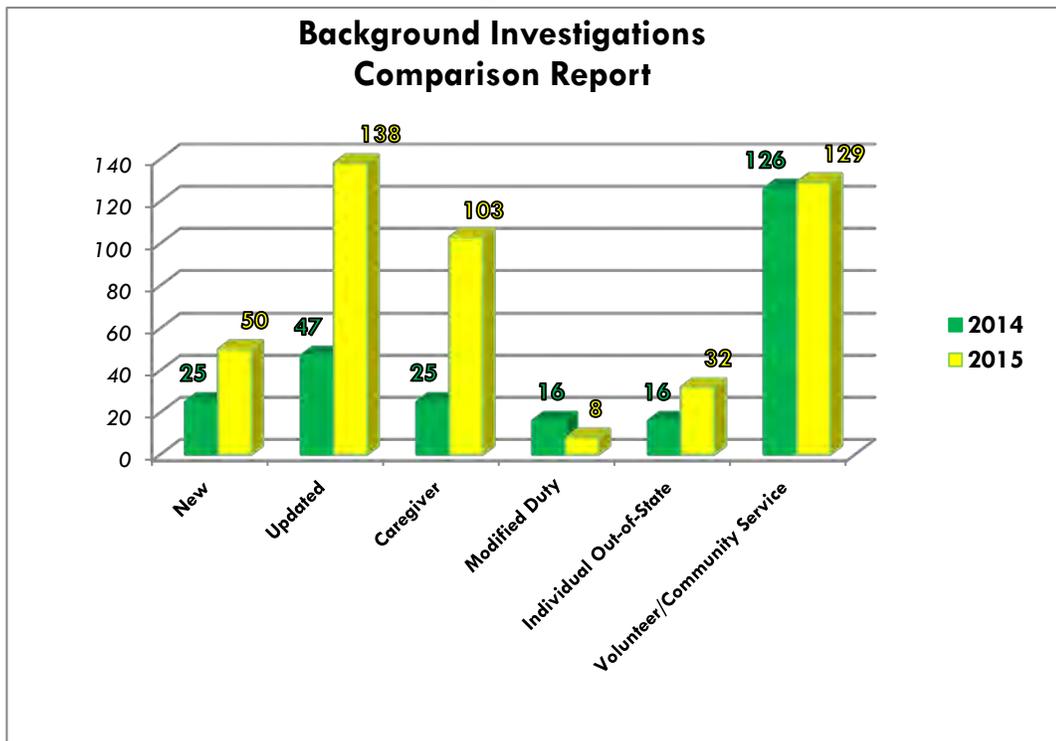
Oneida Employee Assistance Program



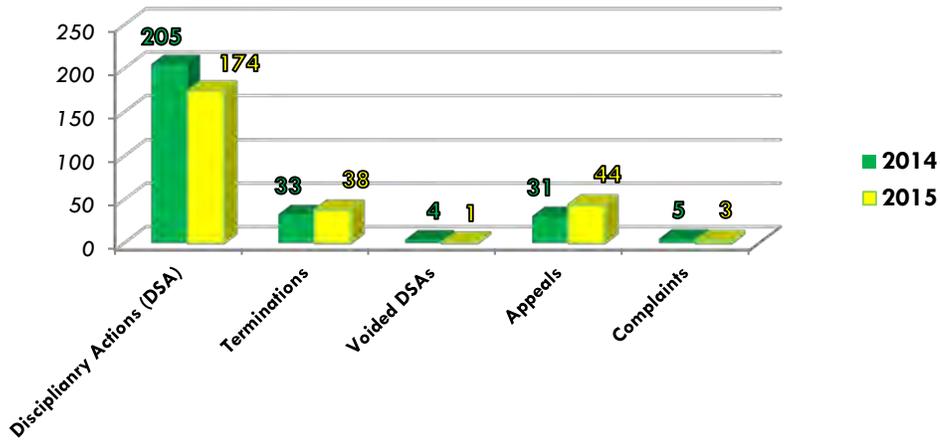
EAP Training includes: Book Clubs, Brown Bag lunch topics, Stress Management
 EAP Consultation at the Fitness Center due to death of employee
 *There were 3 DAFWP Return To Work Agreements this quarter

EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

October through December 2015



EEO Comparison Report



Continuous Improvement Mediation (CIMS) Comparison Report

