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Department of Human Resources and Civil Service

Transition Briefing



Contents

Executive Summary	2
Overview of the Department.....	3
Overview of Civil Service Commission.....	5
Findings.....	7
Finalize and Implement Class & Compensation Recommendations.....	8
Need for Employee Performance Evaluation Audit.....	8
Need for Review and Analysis of City's Retirement Eligible Report & Related Forecast.....	8
Need for Innovation in HR.....	9
Key Recommendations.....	9
About the Agency.....	11
Contact.....	12
Department's Enabling Legislation.....	12
Civil Service's Enabling Legislation.....	12
Mission and Vision.....	13
Organizational Chart.....	13
Description of Services.....	14
Agency Goals & Performance Metrics.....	16
Budget.....	18
Staffing & Salaries.....	19
Other Operating Funds.....	21
5-Year Forecast.....	22
Capital Budget – 2022.....	23
Programs & Projects.....	24
2021 Accomplishments.....	25
Leadership Academy in Public Works (for Managers and Supervisors).....	25
Wellness Programming.....	25
Pittsburgh Partnership.....	25
Opportunities & Risks.....	28
Risks Ahead:.....	29
Important Decisions Between 1/6/21 and 12/31/22.....	29
Reports.....	31
Voluntary Employee Beneficiary Association Trust Funds.....	32



Executive Summary



Overview of the Department

The Department of Human Resources and Civil Service is the workforce connector for all City of Pittsburgh departments. Human Resources oversees and manages, among other things, recruitment, selection, payroll and benefits, policies and procedures, training and development, workforce safety initiatives, employee wellness programs, employee retention, and adopting future trends in the human resources area. The Department works collaboratively with the Civil Service Commission, which manages a historically traditional merit-based system for jobs within city government that focuses on recruitment, qualifying applicants, promotions, and retention.

The Department also works in tandem with the Administration in the negotiation of union contracts. There are currently nine (9) union contracts, which includes police, fire, and EMS. Several union agreements are in the process of renewal.

The Department also oversees and manages the Pittsburgh Partnership program, a state-based grant. Through the Pittsburgh Partnership, the Department provides employment and training services designed to help City of Pittsburgh residents become attached or reattached to the labor force. Funding has been provided by the Pennsylvania Department of Human Services' Employment and Retention Network (EARN) and targeted City Community Development and Block Grant Funds. Pittsburgh Partnership offers a variety of training and employment services designed to assist individuals find meaningful jobs and employers find qualified workers.

The Department of Human Resources and Civil Service is divided into multiple general service areas:

- **Employment and Staffing** - This function includes recruitment and talent acquisition, job analysis, validation and examination, career enrichment and retention, records maintenance and processing, community outreach, employee recognition and awards, and diversity and equal employment efforts.



- **Policies and Procedures** - Policy development and improvement address two areas: 1) incorporating best-practice personnel models into the City's policies and work culture; and 2) assessing the impact of City Council actions and management decisions on employees.
- **Training and Development** - Education, training, and development services increase the efficiency and effectiveness of the existing City workforce, orients new employees, and provides necessary development for career elevation in regard to retention and opportunity availability.
- **Diversity and Inclusion** - This division is committed to creating greater awareness of the City as an equal-opportunity employer and providing a more inclusive working environment for City employees. It also strengthens partnerships among diverse communities to ensure that the City is intentional with its recruitment efforts and is properly engaging in the best inclusive practices.
- **Benefits Administration and Absence Management** - The Benefits Office addresses the administration of all employee benefit plans, including legal compliance and monitoring vendor contracts for quality, cost, and service.
- **Wellness** - CityFit Wellness is an all-encompassing set of programs that aim to enhance employees' wellness and engagement around family health. CityFit provides weight loss programs, stress management, nutrition and fitness counseling, and other programs. CityFit emphasizes sustainable solutions based on rewards and results and uses web-based mobile technology with senior management endorsement.
- **Employee Safety and Injury Prevention** - The Safety Office works to accomplish the following City objectives: 1) ensure the overall safety of City employees; 2) prevent job-related injuries, illnesses, and property damage; 3) implement safety standards to prevent hazardous conditions and injuries; 4) train all employees in the safe and proper performance of their duties; and 5) gain the active support and participation of all City employees in the pursuit of these objectives.



- **Workers' Compensation** - The Workers' Compensation program ensures immediate and ongoing quality medical care to all City employees who are injured on the job and provides a program that meets the requirements of the Pennsylvania Department of Labor and Industry Bureau of Workers' Compensation.

The Department is actively seeking to put more systems into its operations to capture ongoing metrics to make more informed decisions and recommendations as it relates to the City's workforce. Currently, the Department does not actively conduct or track performance evaluations beyond those required the Civil Service Commission, which is typically used in the context of establishing merit raises. Today's workforce demands a more robust performance evaluation process that includes measurable goals and objectives and continuous improvement plans. Without regular evaluations, City employees lack critical guidance and incentive for continual improvement in the execution of their duties for the public, as well as the support for professional growth and development a model employer owes them. For management, evaluations are a critical accountability mechanism for optimizing achievement of program missions and duties. For these and other reasons, the City should mandate regular employee evaluations, and require their use as a basis for personnel decisions, such as salary increases, promotions, or disciplinary actions concerning the City's workforce. Their absence renders such decisions overly dependent on comparatively standardless, unaccountable management discretion, and vulnerable to appearances and suspicion of favoritism.

The Department of Human Resources should be credited for acknowledging the historical deficit in the practice of predecessors, but it will need the support of the incoming administration to execute on this major undertaking to ensure greater accountability for individual City departments and supporting fair and equitable employment practices.

Overview of Civil Service Commission

The Department of Human Resources supports the Civil Service Commission, which manages a merit-based system for jobs within city government. The Civil Service Commission has the authority to amend and enforce the culture of merit employment for the City of Pittsburgh. Many changes have occurred since the General Civil Service Act in 1907 in public



employment. This includes the passage of the Civil Rights Acts of 1964, and the Pennsylvania Public Employee Relations Act of 1970. The commission considers equal opportunity employment. The commission is also responsible for sound labor-management relations.

The Civil Service system focuses on:

- Recruiting applicants
- Employing qualified applicants
- Promoting employees
- Retaining those employees

Civil Service Commission Members

- David Onufer, Jr. - Commission President
- Linda Johnson-Wasler - Commissioner
- Tausha Saunders - Commissioner



Findings



This section summarizes our team's findings in the Department of Human Resources. These findings have been validated and, in some instances, include recommendations or decision points for the incoming Administration.

Finalize and Implement Class & Compensation Recommendations

In order to properly maintain a classification and compensation system, an on-going process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly classified and compensated. To support this effort, Department of Human Resources and Civil Service and OMB collaborated on a request for proposals (RFP), through which Segal Waters Consulting was selected. Segal Waters is said to have decades of experience performing similar projects in local governments across the country, and the firm understands the value and importance of a positive working relationship while managing a study of this nature. The class and compensation recommendations have not been finalized and released. However, the new administration will need to thoroughly vet the recommendations and develop a plan for approved adjustments of compensation, including the priority of any adjustments. This work will need to be done in very close collaboration with the Human Resources, the Civil Service Commission, and OMB.

Need for Employee Performance Evaluation Audit

The City should conduct an audit of the Department of Human Resources' management of the City employee performance evaluation process. This is not intended to create additional work for the Department; but in order to determine the best performance evaluation solution for the City of Pittsburgh, the incoming administration must know where it stands and the City's capacity to introduce an evaluation process that aligns with national best practices.

Need for Review and Analysis of City's Retirement Eligible Report & Related Forecast

The Department has the resources and functionality to produce retirement eligible reports on demand, but the retirement-eligible metric is one that is critical to sustainability and



progress of infrastructure departments such as Department of Public Works and the Sewer and Water Authority. Therefore, this metric and related metrics must be consistently tracked and reviewed to ensure that the recruitment and retention pipeline can accommodate the demand created by retirements. This analysis will allow the City to be more proactive in how it prepares its human capital for advancement and also frame how the Department recruits for external talent in the near future.

Need for Innovation in HR

City workers across all departments are still manually tracking timekeeping for employees, including requests for paid time off and leave. The Department has identified this an opportunity for innovation and efficiency and is currently in the process of implementing and rolling out an online timekeeping system and time clocks.

Key Recommendations

1. The Department should complete the Citywide implementation and rollout of online timekeeping system and time clocks.
2. The Department should complete and finalize the Firefighter Barrier Assessment to boost recruitment of qualified women and minorities to be firefighters through the recommendations of the year-long study.
3. The incoming administration should conduct an employee engagement survey to better assess the current employee base's views on opportunities for advancement in city government. The incoming administration must gain more understanding of the workforce in regard to diversity, professional development, and opportunities for upward mobility. This report and the findings from this survey should also serve as a guideline to work with each department head on what we can do to succession-plan for the upcoming pool of employees reaching retirement age as well as provide opportunities for upward mobility for diverse talent currently in the rank and file.
4. The City should conduct an audit of the Department of Human Resources' management of the City employee performance evaluation process, and implement a new performance management system to track evaluations across all City departments.



5. Increase diversity training throughout city departments, which will ultimately lead to better city government. The more the incoming administration is able to understand the diverse perspectives of Pittsburgh, the better it will be able to serve its people.
6. The incoming administration should explore the potential benefits for the Department of Human Resources and the Office of Equity to develop employee resource of infinity groups.



About the Agency



Contact

Commission on Human Resources and Civil Service

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- Payroll Office: (412) 255-2580;
- Municipal Pension Fund Office: (412) 255-2655
- Police Pension Office (412) 255-2719
- Fire Pension Office (412) 255-2968
- Tuition Reimbursement Program (412) 255-2712
- Transportation Fringe Benefits Program (412) 255-2532
- CityFit wellness program (412) 255-2183
- Worker's compensation/UPMC WorkPartners 1-800-633-1197

Department's Enabling Legislation

Title I, Art. III, Chapter 145, 180; Civil Service Commission section 2 General Civil Service Statute -> 53 P.S. §23432, and section 6 General Civil Service Statute -> 53 P.S. §23436; and Art. 7 §702

Civil Service's Enabling Legislation

The Civil Service Commission was originally created as part of the General Civil Service Act in 1907 in public employment, with changes made resulting from the Civil Rights Acts of 1964, and the Pennsylvania Public Employee Relations Act of 1970. A copy of the rules and regulations of the Civil Service Commission can be found at:

https://apps.pittsburghpa.gov/redtail/images/15045_Civil_Service_Statutes___Rules_2020.pdf.

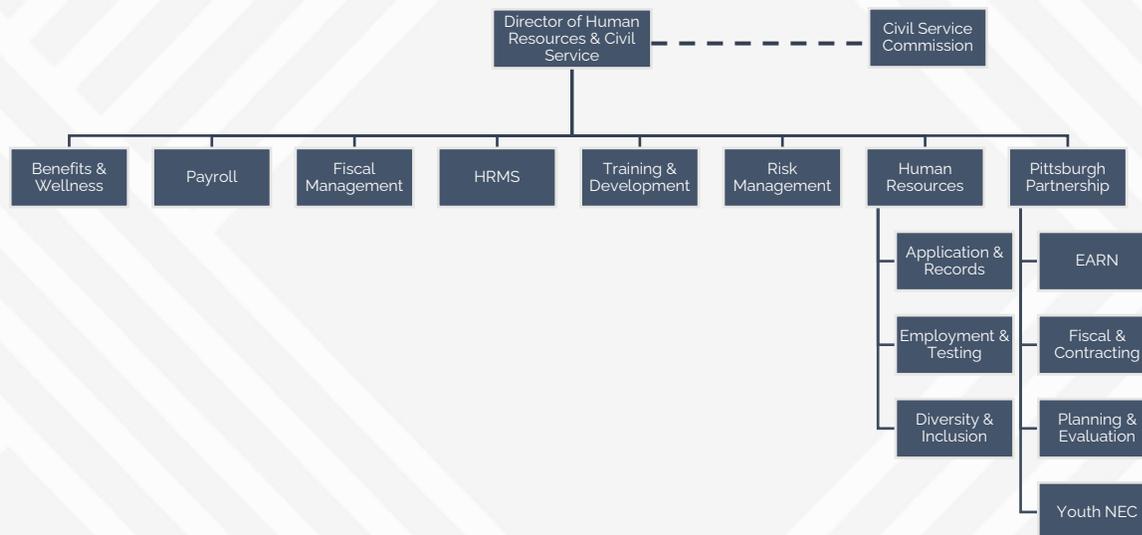


Mission and Vision

The Department of Human Resources and Civil Service enables the City of Pittsburgh to meet its employment initiatives by providing skills and expertise in the areas that are imperative to successful business operation.

The Department is committed to developing a highly functioning workforce while respecting individual dignity, promoting, and celebrating a diverse population, upholding applicable laws and regulations, and molding a positive corporate culture.

Organizational Chart





Description of Services

The Department of Human Resources and Civil Service is divided into multiple general service areas:

Employment and Staffing - This function includes recruitment and talent acquisition, job analysis, validation and examination, career enrichment and retention, records maintenance and processing, community outreach, employee recognition and awards, and diversity and equal employment efforts.

Policies and Procedures - Policy development and improvement address two areas: 1) incorporating best-practice personnel models into the City's policies and work culture; and 2) assessing the impact of City Council actions and management decisions on employees.

Training and Development - Education, training, and development services increase the efficiency and effectiveness of the existing City workforce, orients new employees, and provides necessary development for career elevation regarding retention and opportunity availability.

Diversity and Inclusion - This division is committed to creating greater awareness of the City as an equal opportunity employer and providing a more inclusive working environment for City employees. It also strengthens partnerships among diverse communities to ensure that the City is intentional with its recruitment efforts and is properly engaging in the best inclusive practices.

Benefits Administration and Absence Management - The Benefits Office addresses the administration of all employee benefit plans, including legal compliance and monitoring vendor contracts for quality, cost, and service.

Wellness - CityFit Wellness is an all-encompassing set of programs that aim to enhance employees' wellness and engagement around family health. CityFit provides weight loss programs, stress management, nutrition and fitness counseling, and other programs. CityFit



emphasizes sustainable solutions based on rewards and results and uses web-based mobile technology with senior management endorsement.

Employee Safety and Injury Prevention - The Safety Office works to accomplish the following City objectives: 1) ensure the overall safety of City employees; 2) prevent job-related injuries, illnesses, and property damage; 3) implement safety standards to prevent hazardous conditions and injuries; 4) train all employees in the safe and proper performance of their duties; and 5) gain the active support and participation of all City employees in the pursuit of these objectives.

Workers' Compensation - The Workers' Compensation program ensures immediate and ongoing quality medical care to all City employees who are injured on-the-job and provides a program which meets the requirements of the Pennsylvania Department of Labor and Industry Bureau of Workers' Compensation.



Agency Goals & Performance Metrics



Citywide implementation and rollout of online timekeeping system and time clocks.

Strategies to Achieve Goal:

- In collaboration with the City's innovation team, finalize strategic plans for innovation in the Department of Human Resources, specifically for timekeeping, performance evaluations, professional development, and succession planning across all departments.
- Develop implementation schedule and training schedule across all department to manage expectations of all stakeholders.
- Meet periodically to review measurable goals and objectives set forth in implementation scheduling, including timeline, and identify any barriers or challenges that would impede implementation.

How Success Will Be Measured:

- Timely and full implementation of timekeeping, performance evaluations, professional development, and succession planning across all departments.

Finalize and Implement the Recommendations from the Firefighter Barrier Assessment Study.

Strategies to Achieve Goal:

- Work collaboratively with all stakeholders toward the conclusion of the assessment study and facilitate meetings to move from assessment to action.
- Convene a focus group of current women firefighters, prospective women firefighters, and women who have been previously denied certification to understand their first-hand experiences in the process.

How Success Will Be Measured:

- Timely and full implementation of action plan based on the recommendations from the assessment study.
- Increase in women firefighter ranks.



Budget



Staffing & Salaries

City of Pittsburgh Operating Budget
Fiscal Year 2022

Department of Human Resources & Civil Service
109000

Position Summary

Title	2021 FTE	Rate/ Grade	Hours/ Months	2021 Budget	2022 FTE	Rate/ Grade	Hours/ Months	2022 Budget
Director, Human Resources (EEO Officer)	1	35G	12	\$ 114,720	1	35G	12	\$ 118,162
Senior HR Manager (Sec. & Chief Examiner)	1	33D	12	91,002	1	33D	12	93,732
Benefits & Wellness Administrator	1	30E	12	84,234	1	30E	12	86,761
HR Manager, Employee & Wellness Development	1	28E	12	77,589	1	28E	12	79,916
Payroll Manager	1	28E	12	77,589	1	28E	12	79,916
Risk Management Manager	1	28E	12	77,589	1	28E	12	79,916
Benefits & Wellness Manager	1	26G	12	77,589	1	26G	12	79,916
Human Resources Manager	1	26G	12	77,589	1	26G	12	79,916
Human Resources Supervisor	1	26E	12	71,364	1	26E	12	73,505
Lead HR Business Partner	1	26E	12	71,364	1	26E	12	73,505
Lead Benefits Coordinator	1	26E	12	71,364	1	26E	12	73,505
Lead Payroll Coordinator	1	26E	12	71,364	1	26E	12	73,505
HR Liaison, College & Community Relations	1	24E	12	65,804	1	24E	12	67,778
Senior Talent Acquisition Coordinator	1	24E	2	10,967	—	24E	—	—
Senior Training & Development Coordinator	1	24E	12	65,804	1	24E	12	67,778
Human Resources Business Partner	5	22E	12	302,815	5	22E	12	311,898
Training & Development Coordinator II	1	18E	4	20,188	1	18E	12	62,380
Administrative Assistant	1	20E	12	55,674	1	20E	12	57,345
Risk Management Coordinator	1	19E	12	53,400	1	19E	12	55,002
Fiscal & Contracting Coordinator	1	18F	12	53,400	1	18F	12	55,002
Benefits & Wellness Coordinator	1	18E	12	51,145	2	18E	12	105,359
Benefits & Wellness Coordinator (start Sept.)	1	18E	4	17,048	—	18E	—	—
Talent Acquisition Coordinator	2	18E	4	34,097	2	18E	12	105,359
Training & Development Coordinator I	1	18E	12	51,145	1	18E	12	52,680
Payroll Coordinator	2	18E	12	102,291	2	18E	12	105,359
Wellness Guru	1	18E	12	51,145	1	18E	12	52,680
Human Resources Specialist	3	12D	12	117,700	4	12D	12	161,641
Human Resources Specialist (start Sept.)	1	12D	4	13,078	—	12D	—	—
Total Full-Time Permanent Positions	36			\$2,029,055	35			\$2,252,516
Temporary, Part-Time, and Seasonal Allowances								
Pittsburgh Partnership Youth Program staff	—	\$ —	—	\$ —	—	\$ —	—	\$ 150,000
Human Resources Specialist	—	18.31	1,500	27,465	—	18.31	1,500	29,142
Member - Civil Service Commission	—	20.70	1,250	25,875	—	20.70	1,250	25,000
Member - Personnel Appeals Board	—	20.70	90	1,863	—	20.70	90	1,800
Human Resources Intern	—	9.00-11.00	—	11,000	—	9.00-11.00	—	11,000
	—			\$ 66,203	—			\$ 216,942



City of Pittsburgh Operating Budget
Fiscal Year 2022

Department of Human Resources & Civil Service
109000

Position Summary

Title	2021 FTE	Rate/ Grade	Hours/ Months	2021 Budget	2022 FTE	Rate/ Grade	Hours/ Months	2022 Budget
Total Full-Time Permanent Positions	36			\$2,029,055	35			\$2,252,516
Temporary, Part-Time, and Seasonal Allowances	—			66,203	—			216,942
Vacancy Allowance	—			(38,825)	—			(67,576)
Total Full-Time Positions and Net Salaries	36			\$2,056,433	35			\$2,401,882



Other Operating Funds

City of Pittsburgh Operating Budget
Fiscal Year 2022

Department of Human Resources & Civil Service
109000

Subclass Detail

	2020 Actual	2021 Budget	2022 Budget	Increase/ (Decrease)	% Change
Expenditures					
51 - PERSONNEL-SALARIES & WAGES	\$ 2,237,327	\$ 2,060,113	\$ 2,401,884	\$ 341,771	16.6%
51101 - Regular	2,235,271	2,056,433	2,401,884	345,451	
51207 - Leave Buyback	781	—	—	—	
51401 - Premium Pay	1,275	3,680	—	(3,680)	
52 - PERSONNEL-EMPLOYEE BENEFITS	29,443,796	28,882,582	29,025,507	142,925	0.5%
52101 - Health Insurance	1,814,591	1,017,006	1,033,787	16,781	
52111 - Other Insurance/Benefits	396,268	274,485	278,666	4,181	
52121 - Retiree Health Insurance	23,436,439	23,705,511	24,097,337	391,826	
52201 - Social Security	165,944	162,342	182,564	20,222	
52205 - Unemployment Compensation	228,648	305,200	305,200	—	
52301 - Medical-Workers' Compensation	1,394,496	1,444,171	1,254,742	(189,429)	
52305 - Indemnity-Workers' Compensation	340,285	407,607	307,937	(99,670)	
52309 - Legal-Workers' Compensation	1,499,496	1,399,500	1,399,500	—	
52314 - Workers' Compensation-Settlement	79,992	80,000	80,000	—	
52315 - Workers' Compensation-Fees	24,756	24,761	18,774	(5,987)	
52601 - Personal Leave Buyback	62,881	62,000	67,000	5,000	
53 - PROFESSIONAL & TECHNICAL SERVICES	602,186	819,575	1,174,831	355,256	43.3%
53101 - Administrative Fees	6,852	5,600	5,600	—	
53105 - Recording/Filing Fees	3,564	15,000	5,000	(10,000)	
53301 - Workforce Training	4,214	20,000	20,000	—	
53509 - Computer Maintenance	46,536	89,000	171,431	82,431	
53521 - Medical & Dental Fees	295,433	300,000	300,000	—	
53525 - Payroll Processing	12,226	—	352,000	352,000	
53529 - Protective/Investigation	1,680	10,000	10,000	—	
53725 - Maintenance-Miscellaneous	435	4,500	4,500	—	
53901 - Professional Services	223,496	351,875	257,700	(94,175)	
53907 - Recreational Services	7,750	23,600	48,600	25,000	
54 - PROPERTY SERVICES	16,000	15,300	23,300	8,000	52.3%
54501 - Land & Buildings	16,000	15,300	23,300	8,000	
55 - OTHER SERVICES	117,996	146,000	146,000	—	—%
55301 - Employment Related	15,597	90,000	90,000	—	
55305 - Promotional	80,741	50,000	50,000	—	
55501 - Printing & Binding	21,338	5,000	5,000	—	
55701 - Transportation	320	1,000	1,000	—	
56 - SUPPLIES	104,923	117,000	124,000	7,000	6.0%
56101 - Office Supplies	15,329	27,000	27,000	—	
56151 - Operational Supplies	89,594	86,500	93,500	7,000	
56401 - Materials	—	3,500	3,500	—	

Subclass Detail

	2020 Actual	2021 Budget	2022 Budget	Increase/ (Decrease)	% Change
Expenditures					
57 - PROPERTY	1,082	—	—	—	n/a
57501 - Machinery & Equipment	1,082	—	—	—	
58 - MISCELLANEOUS	1,593,479	1,700,000	1,700,000	—	—%
58101 - Grants	25,000	—	—	—	
58102 - Summer Youth Employment	1,568,479	1,700,000	1,700,000	—	
Expenditures Total	\$ 34,116,789	\$ 33,740,570	\$ 34,595,522	\$ 854,952	2.5%



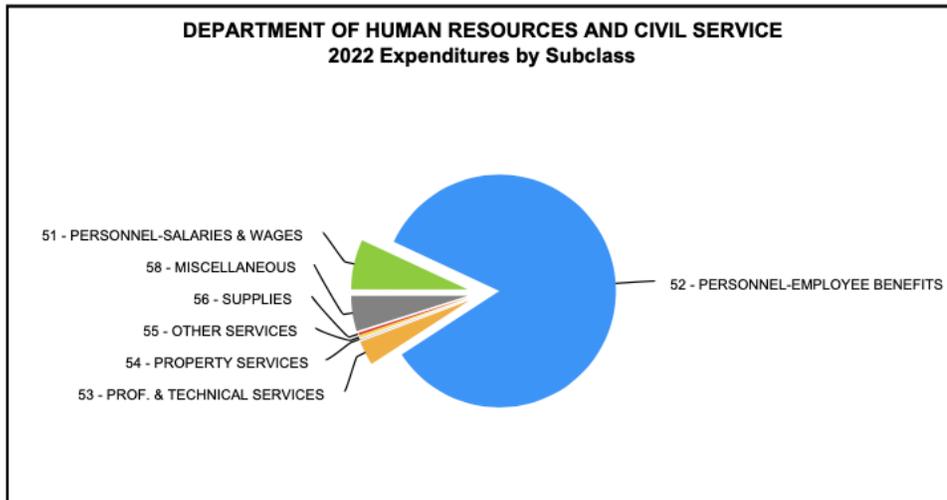
5-Year Forecast

City of Pittsburgh Operating Budget
Fiscal Year 2022

Department of Human Resources & Civil Service
109000

Five Year Forecast

	2022	2023	2024	2025	2026
Expenditures					
51 - PERSONNEL-SALARIES & WAGES	\$ 2,401,884	\$ 2,296,456	\$ 2,341,930	\$ 2,388,321	\$ 2,435,648
52 - PERSONNEL-EMPLOYEE BENEFITS	29,025,507	30,520,014	32,528,232	32,760,120	34,060,680
53 - PROFESSIONAL & TECHNICAL	1,174,831	1,230,503	1,132,488	1,235,392	1,238,022
54 - PROPERTY SERVICES	23,300	8,300	23,300	8,300	8,300
55 - OTHER SERVICES	146,000	146,000	146,000	146,000	146,000
56 - SUPPLIES	124,000	124,000	124,000	124,000	124,000
57 - PROPERTY	—	—	—	—	—
58 - MISCELLANEOUS	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Total	\$ 34,595,522	\$ 36,025,273	\$ 37,995,950	\$ 38,362,133	\$ 39,712,650
% Change from Prior Year	2.5%	4.1%	5.5%	1.0%	3.5%





Capital Budget – 2022

Not applicable.



Programs & Projects



2021 Accomplishments

- Managed workers' compensation to ensure that there are no open claims related to on-the-job exposure to COVID-19
- Launched the Leadership Academy with Public Works managers and supervisors
- Shifted wellness programming to virtual events
- Implemented online access to pay stubs and W-2 forms
- The Pittsburgh Partnership served over 100 individuals in the EARN program, employed 735 City of Pittsburgh youth in the Summer Learn and Earn program, and assisted 2,501 participants in the six partnering Neighborhood Employment Centers

Leadership Academy in Public Works (for Managers and Supervisors)

The Leadership Academy is a series of leadership training modules offered to managers and supervisors in the Department of Public Works. Education, training, and development services increase the efficiency and effectiveness of the existing City workforce, orient new employees, and provide necessary development for career elevation in regard to retention and opportunity availability.

Wellness Programming

The Department periodically facilitates programs and workshops on various health and wellness issues. CityFit Wellness is an all-encompassing set of programs that aim to enhance employees' wellness and engagement around family health. CityFit provides weight loss programs, stress management, nutrition and fitness counseling, and other programs. CityFit emphasizes sustainable solutions based on rewards and results and uses web-based mobile technology with senior management endorsement.

Pittsburgh Partnership

The Pittsburgh Partnership provides employment and training services designed to help City of Pittsburgh residents become attached or reattached to the labor force. Funding has been



provided by the Pennsylvania Department of Human Services' EARN and targeted City Community Development and Block Grant Funds. Pittsburgh Partnership offers a variety of training and employment services designed to assist individuals find meaningful jobs and employers find qualified workers through the RESET/Earn Program and the Learn and Earn Summer Employment Program, which are detailed further below.

RESET/EARN Program

The City of Pittsburgh receives funding from the Pennsylvania Department of Human Services (DHS) to operate the EARN program. The EARN program offers a range of employment and training services to economically disadvantaged customers receiving TANF benefits. EARN is designed to provide comprehensive education, training, and work services to enable them to move rapidly from welfare to work. All referrals to the program are received from DHS.

EARN services include:

- Job readiness/search programs
- Paid work experience/community service
- Short-term training opportunities
- Retention services

The program is located at:

304 Wood Street, 3rd Floor

Pittsburgh, PA 15222

Phone: (412) 552-9071

Hours: M - F from 8:00 AM to 5:00 PM

Learn and Earn Summer Employment Program

The Learn and Earn Summer Youth Employment Program provides a six-week summer employment opportunity to disadvantaged youth, ages 14-21. Youth work in a wide range of jobs and occupational areas that provide general work experience, specific technical skills, knowledge of employer expectations, and exposure to possible career paths. Youth gain valuable work experience, earn wages, and contribute to Pittsburgh's tax base and economic



growth. More importantly, youth are equipped with experiences that stimulate them to continue education and become the emerging workforce.

Additionally, the program provides several hours of Work Readiness Training to prepare young job applicants for the workplace. This pre-work preparation emphasizes workplace behaviors, job survival skills, and future-planning in terms of career interests. Activities for the employment program are provided through contractual arrangements with community-based organizations, educational institutions, and/or other youth service providers.

Service providers are selected through a competitive bidding and RFP process and evaluated by an independent review panel. Contracted organizations develop employment opportunities, relying on years of long-standing relationships with community businesses and organizations, as well as partners in their constituent neighborhoods.

The program evolved from the Pittsburgh Summer Employment Program to the present day Learn and Earn concept. The Peduto Administration convened a summer employment Task Force and challenged education and workforce development experts to make recommendations to enhance the quantity and quality of work experiences. The vision driving the future of Learn and Earn is making a job available to every eligible applicant and providing jobs which present an opportunity for making career decisions.



Opportunities & Risks



This section is designed to make the incoming administration aware of important program/project events, as well as important decisions that will have to be made over the next year.

Risks Ahead:

Widespread Rapid Growth in Pain Point Areas

- The Department is or will be embarking on several innovation projects, including timekeeping systems, performance management, and succession planning. Each of these areas can be significant undertakings. The incoming Administration will have to be strategic in setting its priorities, along with timelines and tactics for seamless trainings and transitions for its entire workforce. Change is often difficult, not just because of the change, but because the stakeholders are not involved in the planning process.

Firefighters Barrier Assessment Study

- March 2022 will mark two (2) years since the launch of the Firefighters Barrier Assessment Study. The Incoming Administration will need to ensure that the study moves from analysis to action. The longer it takes get into the planning and execution phase, the more likely it will be that stakeholders will become disengaged in the process long-term.

Important Decisions Between 1/6/21 and 12/31/22

1. Finalize the Firefighters Barrier Assessment Study and transition into execution phase of the work.
2. Finalize strategic plans for innovation in the Department of Human Resources, specifically for timekeeping, performance evaluations, professional development, and succession planning across all departments.
3. However, the new administration will need to thoroughly vet the class and compensations recommendations of Segal Waters Consulting and develop a plan for



approved adjustments of compensation, including the priority of any adjustments. This work will need to be done in very close collaboration with the Human Resources, the Civil Service Commission, and OMB.



Reports



Voluntary Employee Beneficiary Association Trust Funds

In 2015, the Office of the City Controller conducted a fiscal review of the Voluntary Employee Beneficiary Association Trust Funds (Workers' Compensation and Health & Welfare Benefits) (VEBA). The City Controller performed procedures to determine whether policies, procedures, and internal controls over the payment of the City's VEBA trust fund obligations are adequate and identified a need for improved controls over invoice payment processing and the monitoring of budgeted expense line items. The full report can be found at:

https://apps.pittsburghpa.gov/co/Department_of_Personnel_Voluntary_Employee_Beneficiary_Association_Trust_Funds_%28VEBA%29_May_2015.pdf