

Human Resources Department

Jennifer Schembri, Acting Director

MISSION

Our Human Resources team recognizes that our employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive.

CITY SERVICE AREA

Strategic Support

CORE SERVICES

EMPLOYEE BENEFITS

Provide benefit programs that best meet the needs of employees, retirees, their dependents, and the City, and assist participants in effectively utilizing their plans.

EMPLOYMENT SERVICES

Facilitate the City's ability to attract and hire a diverse and talented workforce.

HEALTH AND SAFETY

Provide services that promote employee health, safety, and well-being.

TRAINING AND DEVELOPMENT

Provide Citywide employee training and pipeline development programs that support employee recruitment, growth, engagement, and retention.

Strategic Support: Citywide Human Resources Systems Management and Records Management, Departmental Administration, Customer Service, Personnel Management, Financial Management, and Emergency Response and Recovery

Human Resources Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Employee Benefits Core Service</i>	
Deferred Compensation	Manages the Voluntary and Non-Voluntary Employee Deferred Compensation contribution and related non-personal and personal administrative expenses.
Dental Benefits	Manages the City's dental benefits provided to City employees and their dependents.
Medical Benefits	Manages the City's medical benefits provided to City employees and their dependents.
Other Benefits	Manages the other City benefits provided to City employees and their dependents, such as Life Insurance, Unemployment, Vision, etc.
<i>Employment Services Core Service</i>	
Classification Services	Ensures that positions are properly classified, described, and aligned to support organizational effectiveness and efficiency. In addition, this program determines appropriate salary ranges for new and existing classifications by conducting market and internal equity analyses.
Recruiting/Hiring	Manages recruitment, assessment, and hiring processes to meet the City's staffing needs. In addition, this program is responsible for managing placements, bumping, redeployment, and layoffs, as necessary.
<i>Health and Safety Core Service</i>	
Employee Safety	Provides comprehensive safety services for 16 City Departments, various City-wide safety trainings, and analysis of work injury data for accident prevention.
Employee Health Services	Provides occupational medical services, including pre-employment physicals, medical testing and surveillance, blood-borne pathogen testing, and general wellness screenings.
Workers' Compensation Administration	Provides state-mandated benefits for employees injured on the job.
<i>Training and Development Core Service</i>	
Employee Training and Development	Provides training for employees City-wide and coordination with departments to support retention and workforce development activities by engaging local educational institutions (K-12 to universities) in activities that will encourage the next generation to consider the City of San José as an attractive career opportunity.
<i>Strategic Support Core Service</i>	
Human Resources Management and Administration	Provides city-wide Human Resources Systems Management and Records Management as well as administrative oversight for the department, including executive management, financial management, and human resources.
Human Resources Emergency Response and Recovery	Provides for the coordination and delivery of emergency services and recovery activities.

Human Resources Department

Department Budget Summary

Expected 2024-2025 Service Delivery

- Hiring for Talent: Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Offer a Diverse Menu of Benefits: Improve the City's strategy for offering an attractive package of benefits to our employees, including streamlining our systems, policies, and practices to be employee-centric and efficient, and implement targeted wellness programs.
- Injury Prevention and Supporting Injured Workers: In partnership with departments, build a city-wide culture and series of programs that are focused on keeping employees safe and well. In the event of an injury, ensure that the Third-Party Administrator (TPA) for the City's Workers' Compensation Program provides responsible and appropriate workers' compensation services.
- Citywide Training and Development: Prioritize a robust set of programs to complement departmental offerings and support employee growth and development.

2024-2025 Key Budget Actions

- Eliminates 1.0 vacant Program Manager position, extends 3.0 Analyst I/II and adds 1.0 Senior Analyst positions, through June 30, 2025, in the Employment Division to advance recruitment efforts previously initiated under the Recruitment Centralization Pilot Program.
- Extends 1.0 Analyst I/II position through June 30, 2025 to continue supporting classification and salary analyses on a case-by-case basis in response to requests by departments, generally prompted by difficulty to hire certain classifications, or as a result of a meet and confer process.
- Eliminates the City-Wide Expenses budget for Fellowship Support, which provides ongoing funding for fellowships, such as with FUSE and the Packard Foundation, delegating sponsorship to departments, as desired.
- Decreases ongoing non-personal/equipment funding for Learning and Development initiatives by \$75,000.

Operating Funds Managed

- Benefit Funds – Benefit Fund
- Benefit Funds – Dental Insurance Fund
- Benefit Funds – Life Insurance Fund
- Benefit Funds – Unemployment Insurance Fund
- Benefit Funds – Self Insured Medical Fund

Human Resources Department

Department Budget Summary

	2022-2023 Actuals ***	2023-2024 Adopted ****	2024-2025 Forecast	2024-2025 Adopted
Dollars by Core Service				
Employee Benefits	98,445,588	108,633,830	121,081,930	121,803,930
Employment Services	4,106,078	4,874,239	4,630,608	5,200,988
Health and Safety	6,841,565	6,847,355	7,626,689	7,626,689
Strategic Support - Other - Strategic Support	1,934,776	2,348,498	2,308,903	2,131,687
Strategic Support - Strategic Support	2,078,225	2,502,425	1,633,749	1,633,749
Training and Development	1,018,400	1,957,997	2,263,931	2,407,931
Total	\$114,424,631	\$127,164,344	\$139,545,810	\$140,804,974
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	9,161,032	11,472,805	11,146,079	11,716,459
Overtime	32,033	28,018	28,018	28,018
Subtotal Personal Services	\$9,193,066	\$11,500,823	\$11,174,097	\$11,744,477
Non-Personal/Equipment	6,227,633	6,723,273	6,845,810	6,989,810
Total Personal Services & Non-Personal/Equipment	\$15,420,699	\$18,224,096	\$18,019,907	\$18,734,287
Other Costs *				
City-Wide Expenses	663,022	434,400	317,216	140,000
Employee/Retiree Benefits	95,461,464	105,019,140	117,767,000	118,040,000
Housing Loans and Grants	0	0	0	0
Other	0	449,610	0	449,000
Other - Capital	0	0	0	0
Overhead Costs	531,052	537,098	591,687	591,687
Workers' Compensation	2,348,394	2,500,000	2,850,000	2,850,000
Total Other Costs	\$99,003,932	\$108,940,248	\$121,525,903	\$122,070,687
Total	\$114,424,631	\$127,164,344	\$139,545,810	\$140,804,974

* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The position counts displayed in the 2022-2023 Actuals column reflect those included in the 2022-2023 Adopted Budget.

*** 2022-2023 Actuals may not subtotal due to rounding.

**** The amounts in the 2023-2024 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

Human Resources Department

Department Budget Summary

	2022-2023 Actuals ***	2023-2024 Adopted ****	2024-2025 Forecast	2024-2025 Adopted
Dollars by Fund				
General Fund (001)	15,490,723	17,983,302	17,839,042	18,376,206
Benefits Funds - Benefit Fund (160)	83,098,309	92,317,639	104,286,552	105,008,552
Benefits Funds - Dental Insurance Fund (155)	12,511,661	13,108,848	13,360,533	13,360,533
Benefits Funds - Life Insurance Fund (156)	1,834,929	1,879,134	1,973,519	1,973,519
Benefits Funds - Unemployment Insurance Fund (157)	581,582	734,502	832,585	832,585
Building Development Fee Program Fund (237)	30,708	35,862	39,753	39,753
Integrated Waste Management Fund (423)	27,894	37,000	41,733	41,733
Library Parcel Tax Fund (418)	72,473	91,772	87,856	87,856
Low And Moderate Income Housing Asset Fund (346)	37,093	37,258	50,007	50,007
Planning Development Fee Program Fund (238)	18,361	23,908	26,516	26,516
Public Works Program Support Fund (150)	201,939	231,545	234,244	234,244
San José-Santa Clara Treatment Plant Operating Fund (513)	319,885	428,165	477,246	477,246
Sewer Service And Use Charge Fund (541)	38,201	44,672	56,950	56,950
Storm Sewer Operating Fund (446)	54,330	75,431	86,219	86,219
Vehicle Maintenance And Operations Fund (552)	91,085	114,883	128,109	128,109
Water Utility Fund (515)	15,458	20,423	24,946	24,946
Total	\$114,424,631	\$127,164,344	\$139,545,810	\$140,804,974
Positions by Core Service **				
Employee Benefits	12.00	12.00	12.00	12.00
Employment Services	20.50	26.50	21.00	25.00
Health and Safety	6.00	6.00	6.00	6.00
Strategic Support - Strategic Support	10.00	11.00	9.00	9.00
Training and Development	3.00	6.00	7.50	7.50
Total	51.50	61.50	55.50	59.50

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Human Resources Department

Department Budget Summary

	2022-2023 Actuals **	2023-2024 Adopted	2024-2025 Forecast	2024-2025 Adopted	2024-2025 Adopted Positions
Dollars by Program*					
Employee Benefits					
Deferred Compensation	1,839,174	2,203,047	2,450,799	2,450,799	1.55
Dental Benefits	12,445,458	13,060,760	13,307,602	13,307,602	1.11
Medical Benefits	67,028,605	75,439,763	86,629,000	86,629,000	6.06
Other Benefits	17,132,351	17,930,260	18,694,529	19,416,529	3.28
Sub-Total	98,445,588	108,633,830	121,081,930	121,803,930	12.00
Employment Services					
Classification Services	491,485	559,168	503,832	661,898	3.00
Recruiting/Hiring	3,614,593	4,315,071	4,126,776	4,539,090	22.00
Sub-Total	4,106,078	4,874,239	4,630,608	5,200,988	25.00
Health and Safety					
Employee Health Services	359,727	592,831	992,403	992,403	1.50
Employee Safety	663,575	808,917	778,132	778,132	2.50
Workers' Compensation Administration	5,818,263	5,445,607	5,856,154	5,856,154	2.00
Sub-Total	6,841,565	6,847,355	7,626,689	7,626,689	6.00
Strategic Support - Other - Strategic Support					
Human Resources Other Departmental - City-Wide	340,236	311,400	217,216	40,000	0.00
Human Resources Other Operational - Administration	4,476	0	0	0	0.00
Human Resources Overhead	531,052	537,098	591,687	591,687	0.00
Workers' Compensation - Other Departments	1,059,012	1,500,000	1,500,000	1,500,000	0.00
Sub-Total	1,934,776	2,348,498	2,308,903	2,131,687	0.00
Strategic Support - Strategic Support					
Human Resources Emergency Response and Recovery	(24,922)	0	0	0	0.00
Human Resources Management and Administration	2,103,146	2,502,425	1,633,749	1,633,749	9.00
Sub-Total	2,078,225	2,502,425	1,633,749	1,633,749	9.00
Training and Development					
Employee Training and Development	1,018,400	1,957,997	2,263,931	2,407,931	7.50
Sub-Total	1,018,400	1,957,997	2,263,931	2,407,931	7.50
Total	\$114,424,631	\$127,164,344	\$139,545,810	\$140,804,974	59.50

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Human Resources Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment

(2023-2024 Adopted to 2024-2025 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2023-2024):	61.50	18,224,096	15,048,902
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudgets		(377,890)	(377,890)
• Recruitment Centralization Pilot Program (1.0 Program Manager; 3.0 Analyst I/II; 1.0 Staff Specialist)	(5.00)	(801,876)	(801,876)
• Employee Training and Development Staffing		(200,000)	(200,000)
• Classification and Compensation Staffing (1.0 Analyst I/II)	(1.00)	(156,625)	(156,625)
	(6.00)	(1,536,391)	(1,536,391)
One-time Prior Year Expenditures Subtotal:			
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes		781,775	677,088
• Contract Services: Employee Health Services Third-Party Administration		382,121	382,121
• Contract Services: Workers' Compensation Claims Administration		80,106	80,106
• Contract Services: Dental Plan Administration and Actuarial Services		68,200	0
• Contract Services: Fingerprinting - State		20,000	20,000
	0.00	1,332,202	1,159,315
Technical Adjustments Subtotal:			
2024-2025 Forecast Base Budget:	55.50	18,019,907	14,671,826
Budget Proposals Approved			
1. Recruitment Staffing	3.00	412,314	412,314
2. Classification and Compensation Staffing	1.00	158,066	158,066
3. Learning and Development		(75,000)	(75,000)
4. Rebudget		219,000	219,000
	4.00	714,380	714,380
Total Budget Proposals Approved			
2024-2025 Adopted Budget Total	59.50	18,734,287	15,386,206

Human Resources Department

Budget Changes by Department

Personal Services and Non-Personal/Equipment

2024-2025 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Recruitment Staffing	3.00	412,314	412,314

***Strategic Support CSA
Employment Services Core Service
Recruiting/Hiring Program***

This action eliminates 1.0 vacant Program Manager position, and extends 3.0 Analyst I/II and adds 1.0 Senior Analyst positions, through June 30, 2025, in the Employment Division to advance recruitment efforts previously initiated under the Recruitment Centralization Pilot Program. This program was initially funded with City Council's approval of the 2022-2023 Mid-Year Budget Review to pilot strategies that advance recruitment efforts in the City and reduce the organization's vacancy rate. The City has been developing strategies in multiple areas in the Employment Division to modernize the hiring process, prepare and implement a new employment application, and advance efforts towards more strategic marketing and a more active recruiting model. The program was initially approved as an 18-month pilot with six temporary positions that began in mid-2022-2023 and were scheduled to end on June 30, 2024. The extension of the 3.0 Analyst positions and addition of 1.0 Senior Analyst position will provide continued recruiting support for departments with high vacancy rates. This action will end the Recruitment Centralization Pilot Program and transitions to a program where additional resources are shifted to departments on an as needed basis. (Ongoing savings: \$239,961)

2. Classification and Compensation Staffing	1.00	158,066	158,066
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***Strategic Support CSA
Employment Services Core Service
Classification Services Program***

This action extends 1.0 Analyst I/II position, through June 30, 2025, to continue supporting classification and salary analyses on a case-by-case basis in response to requests by departments, generally prompted by difficulty to hire certain classifications, or as a result of a meet and confer process. This position also supports job postings, development of employment ladders, and promoting inclusive employment entry points to ensure the minimum qualifications, desirable qualifications, job classification, job title/working job title, job description, and salaries are inclusive, equitable, current, and consistent with the marketplace. As the City is still working through multiple classification studies, the position is extended for another year. (Ongoing costs: \$0)

Human Resources Department

Budget Changes by Department

Personal Services and Non-Personal/Equipment



2024-2025 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Learning and Development <i>Strategic Support CSA</i> <i>Training and Development Core Service</i> <i>Employee Training and Development Program</i>		(75,000)	(75,000)
<p>As a cost reduction to help bring the General Fund into structural alignment, this action reduces ongoing non-personal/equipment funding for Learning and Development initiatives by \$75,000, from \$550,000 to \$475,000. This funding supplements the prior addition of 1.0 Senior Analyst and 1.0 Analyst positions in the 2023-2024 Adopted Operating Budget to focus on pipeline efforts by engaging local educational institutions (K-12 to universities) in activities that will encourage the next generation to consider public service, local government, and the City of San José as an attractive career opportunity. This funding also supports pipeline efforts such as the San José State Career Day and other career fairs and pipeline events. Reduced levels will impact trainings, as well as potential pipeline events. (Ongoing savings: \$75,000)</p>			
4. Rebudget <i>Strategic Support CSA</i> <i>Training and Development Core Service</i> <i>Employee Training and Development Program</i>		219,000	219,000
<p>The rebudget of unexpended 2023-2024 funds will allow for the completion of previously approved projects or other expenditure items in 2024-2025. The items listed below were approved by the City Council as part of a previous budget action. (Ongoing costs: \$0)</p>			
Learning and Development		\$219,000	
2024-2025 Adopted Budget Changes Total	4.00	714,380	714,380

Human Resources Department

Performance Summary

Employee Benefits

Performance Measures



	2022-2023 Actual	2023-2024 Target	2023-2024 Estimated	2024-2025 Target
 Cost of benefits administration per FTE	\$390	\$389	\$405	\$419
 % of benefited employees enrolled in the City healthcare plan with the highest employee enrollment	79%	79%	78%	78%

Activity and Workload Highlights

	2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimated	2024-2025 Forecast
% of employees contributing to Deferred Compensation	72%	76%	73%	74%

Employment Services

Performance Measures

	2022-2023 Actual	2023-2024 Target	2023-2024 Estimated	2024-2025 Target
 Citywide Staffing Rate. % of positions filled as a total of budgeted positions	87.6%	90%	87.6%	90%
 Employee Turnover Rate ¹	7.90%	6%	6.75%	6%

Activity and Workload Highlights

	2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimated	2024-2025 Forecast
# of positions filled:				
- New Hires	544	600	536	600
- Promotions & Laterals	688	750	633	750





¹ Turnover rate excludes Retirement separation

Human Resources Department

Performance Summary

Health and Safety

Performance Measures

	2022-2023 Actual	2023-2024 Target	2023-2024 Estimated	2024-2025 Target
 Workers Compensation Claims Closure Rate ¹	106%	100%	103%	100%
 Timely Completion of 3-Point Contact for New Workers' Compensation Claims ²	92%	100%	95%	100%
 # of Workers' Compensation disability hours	216,107	155,000	175,950	155,000
 Expenditure for Workers' Compensation per \$100 of total City salaries, benefits, and retirement	\$2.59	\$3.10	\$2.80	\$3.10

¹ Measures the number of Workers' Compensation claims closed compared to the number of new and reopened cases.

² 3-Point Contact is a best practice in the handling of workers' compensation claims. Proper contact involves an exchange of information with the employee, the City, and the treating physician. Timely completion of 3-Point Contact started with the outsource of claims to the Third-Party Administrator in September 2018.

Activity and Workload Highlights


	2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimated	2024-2025 Forecast
# of open Workers' Compensation Claims	2,491	2,650	1,941	2,650
# of new Workers' Compensation Claims	1,554	1,100	1,218	1,100
# of closed Workers' Compensation Claims	1,353	1,110	1,254	1,100
# of employees trained in safety	1,410	2,000	4,251	2,000
Total Workers' Compensation claims costs	\$22.8M	\$23.8M	\$24.9M	\$23.8M

Human Resources Department

Performance Summary

Strategic Support

Performance Measures

	2022-2023 Actual	2023-2024 Target	2023-2024 Estimated	2024-2025 Target
 % of employee performance reviews submitted within 60 days of the end of the rating period ¹	86%	90%	80%	90%

Activity and Workload Highlights

	2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimated	2024-2025 Forecast
# of Human Resources Information Systems Transactions ²	24,195	20,000	31,200	20,000

¹ Reflects the revised common standard for the timely completion of performance appraisals, in accordance with Recommendation #4 of the City Auditor's February 2024 audit report, "Non-Management Performance Appraisals: The Administration Should Improve and Clarify Appraisal Processes."

² Some transactions have been automated with staff shifting to an audit function versus data entry.

Human Resources Department

Department Position Detail

Position	2023-2024 Adopted	2024-2025 Adopted	Change
Account Clerk I/II	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	23.00	23.00	-
Assistant Director	1.00	1.00	-
Deputy Director	1.00	1.00	-
Director, Human Resources	0.50	0.50	-
Division Manager	3.00	3.00	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	2.00	2.00	-
Program Manager	5.00	3.00	(2.00)
Senior Analyst	13.00	14.00	1.00
Senior Office Specialist	2.00	2.00	-
Staff Specialist	8.00	7.00	(1.00)
Total Positions	61.50	59.50	(2.00)

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