

Human Resources Department

Jennifer Schembri, Director

M
I
S
S
I
O
N

Our Human Resource team recognizes that our City is powered by people and we are committed to providing high quality, essential services, and support our employees and departments. Our primary purpose is to enable the City's employees to serve a diverse and thriving San José community by providing valuable services to attract, hire, and retain employees; facilitate employee engagement; promote safety and wellness; and provide opportunities to develop skills and grow in a career with the nation's 10th largest City.

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 training and development programs that support employee growth, engagement, and retention.

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

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	Supports coordination and documentation for training by administering a learning management system (CSJ University) for the City. Most of the departmental training and development is currently decentralized and managed by individual departments.
<i>Strategic Support Core Service</i>	
Human Resources Management and Administration	Provides citywide 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 Department

Department Budget Summary

Expected 2019-2020 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.
- Rebuild Citywide Training and Development: Develop a strategy for re-launching a robust set of programs to complement departmental offerings and support employee growth and development.
- Strengthen our Employee Value Proposition: Develop strategic messaging and marketing strategies that will re-position the City of San José as the place to work, serve, and thrive in the nation's 10th largest City.

2019-2020 Key Budget Actions

- Continues one-time funding of \$232,000 for temporary staffing in the Employment Services Division to extend the Human Resources Department's increased hiring capacity across the City.
- Adds one-time non-personal/equipment funding of \$330,000 to assess, create, and implement talent development activities for employees. This aligns with the City Manager's "Powered by People" enterprise priority that focuses, in part, on engaging in efforts to support employee retention, engagement, and advancement through training and development. A reserve of \$330,000 is also set aside to continue these efforts in 2020-2021.
- Adds one-time non-personal/equipment funding of \$180,000 for a cubicle and conference room project, which will improve the work space for the Human Resources Department employees.
- Adds one-time non-personal/equipment funding of \$75,000 for consultant support of a Classification and Compensation study to revise a number of critical job specifications.
- Adds 0.5 Staff Specialist PT position and non-personal/equipment funding of \$77,153 for ongoing support of the Voluntary Employees Beneficiary Association Program.
- Adds \$61,000 of non-personal/equipment funding to provide additional safety classes to ensure employees who require training are current and certified.
- Adds one-time funding of \$25,000 for a City of San José Career Fair in 2019-2020.
- Adds one-time non-personal/equipment funding of \$20,000 to purchase a LiveScan fingerprinting machine to provide services in-house, which will facilitate faster onboarding of new employees.

Operating Funds Managed

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

Human Resources Department

Department Budget Summary

	2017-2018 Actuals ***	2018-2019 Adopted	2019-2020 Forecast	2019-2020 Proposed
Dollars by Core Service				
Employee Benefits	87,184,652	92,983,165	93,036,533	100,049,862
Employment Services	2,575,048	2,759,531	2,857,072	3,209,072
Health and Safety	5,899,390	6,571,354	6,840,653	6,901,653
Strategic Support - Other - Strategic Support	1,585,878	1,505,101	1,455,999	1,455,999
Strategic Support - Strategic Support	1,448,082	1,506,814	1,849,717	2,029,717
Training and Development	394,157	654,255	462,969	792,969
Total	\$99,087,207	\$105,980,220	\$106,502,943	\$114,439,272
Dollars by Category				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	6,738,465	7,342,489	7,402,458	7,674,927
Overtime	6,978	13,018	28,018	28,018
Subtotal Personal Services	\$6,745,443	\$7,355,507	\$7,430,476	\$7,702,945
Non-Personal/Equipment	4,202,147	5,133,565	5,813,616	6,581,769
Total Personal Services & Non-Personal/Equipment	\$10,947,590	\$12,489,072	\$13,244,092	\$14,284,714
<i>Other Costs*</i>				
City-Wide Expenses	585,018	469,458	278,000	278,000
Employee/Retiree Benefits	84,776,836	90,324,589	90,324,852	97,220,559
Housing Loans and Grants	0	0	0	0
Overhead Costs	299,538	538,501	488,999	488,999
Workers' Compensation	2,478,224	2,158,600	2,167,000	2,167,000
Total Other Costs	\$88,139,617	\$93,491,148	\$93,258,851	\$100,154,558
Total	\$99,087,207	\$105,980,220	\$106,502,943	\$114,439,272

* 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 amounts in the 2018-2019 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.

** The positions displayed in the 2017-2018 Actuals column reflect those included in the 2017-2018 Adopted Budget.

*** 2017-2018 Actuals may not subtotal due to rounding.

Human Resources Department

Department Budget Summary

	2017-2018 Actuals ***	2018-2019 Adopted	2019-2020 Forecast	2019-2020 Proposed
Dollars by Fund				
General Fund (001)	11,750,210	12,910,637	13,077,059	14,117,681
Benefits Funds - Benefit Fund (160)	59,503,767	63,793,078	64,054,438	71,916,145
Benefits Funds - Dental Insurance Fund (155)	11,771,316	11,943,210	11,903,020	12,305,020
Benefits Funds - Life Insurance Fund (156)	1,283,349	1,460,970	1,517,213	1,650,213
Benefits Funds - Self-Insured Medical Fund (158)	13,477,613	14,320,580	14,370,160	12,869,160
Benefits Funds - Unemployment Insurance Fund (157)	540,553	702,930	610,751	610,751
Convention And Cultural Affairs Fund (536)	60,030	0	0	0
Integrated Waste Management Fund (423)	25,893	31,690	32,498	32,498
Library Parcel Tax Fund (418)	77,895	78,418	103,219	103,219
Low And Moderate Income Housing Asset Fund (346)	24,688	30,101	43,205	43,205
Public Works Program Support Fund (150)	121,051	161,052	182,479	182,479
San José-Santa Clara Treatment Plant Operating Fund (513)	294,129	366,596	391,901	391,901
Sewer Service And Use Charge Fund (541)	27,544	39,572	45,572	45,572
Storm Sewer Operating Fund (446)	49,166	64,344	69,360	69,360
Vehicle Maintenance And Operations Fund (552)	65,614	59,398	83,801	83,801
Water Utility Fund (515)	14,389	17,644	18,267	18,267
Total	\$99,087,207	\$105,980,220	\$106,502,943	\$114,439,272
Positions by Core Service**				
Employee Benefits	11.50	13.00	11.50	12.00
Employment Services	16.00	16.00	16.00	16.00
Health and Safety	15.00	15.00	8.00	8.00
Strategic Support - Strategic Support	8.00	8.25	10.25	10.25
Training and Development	0.00	0.25	0.25	0.25
Total	50.50	52.50	46.00	46.50

* 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 amounts in the 2018-2019 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.

** The positions displayed in the 2017-2018 Actuals column reflect those included in the 2017-2018 Adopted Budget.

*** 2017-2018 Actuals may not subtotal due to rounding.

Human Resources Department

Department Budget Summary

	2017-2018 Actuals **	2018-2019 Adopted	2019-2020 Forecast	2019-2020 Proposed	2019-2020 Proposed Positions
Dollars by Program*					
Employee Benefits					
Deferred Compensation	2,032,178	2,058,238	1,896,797	1,955,797	1.55
Dental Benefits	11,697,738	11,849,011	11,854,355	12,256,355	1.11
Medical Benefits	61,301,000	65,815,889	66,148,568	71,646,568	5.28
Other Benefits	12,153,736	13,260,027	13,136,813	14,191,142	4.06
Sub-Total	87,184,652	92,983,165	93,036,533	100,049,862	12.00
Employment Services					
Classification Services	0	0	0	75,000	0.00
Recruiting/Hiring	2,575,048	2,759,531	2,857,072	3,134,072	16.00
Sub-Total	2,575,048	2,759,531	2,857,072	3,209,072	16.00
Health and Safety					
Employee Health Services	538,624	650,276	722,043	722,043	3.00
Employee Safety	300,675	280,970	509,968	570,968	2.50
Workers' Compensation Administration	5,060,091	5,640,108	5,608,642	5,608,642	2.50
Sub-Total	5,899,390	6,571,354	6,840,653	6,901,653	8.00
Training and Development					
Employee Training and Development	394,157	654,255	462,969	792,969	0.25
Sub-Total	394,157	654,255	462,969	792,969	0.25
Strategic Support - Strategic Support					
Human Resources Management and Administration	1,448,082	1,506,814	1,849,717	2,029,717	10.25
Sub-Total	1,448,082	1,506,814	1,849,717	2,029,717	10.25
Strategic Support - Other - Strategic Support					
Human Resources Overhead	299,538	538,501	488,999	488,999	0.00
Workers' Compensation - Other Departments	1,286,340	966,600	967,000	967,000	0.00
Sub-Total	1,585,878	1,505,101	1,455,999	1,455,999	0.00
Total	\$99,087,207	\$105,980,220	\$106,502,943	\$114,439,272	46.50

* 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 2017-2018 Actuals may not subtotal due to rounding.

Human Resources Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment (2018-2019 Adopted to 2019-2020 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2018-2019):	52.50	12,489,072	10,282,579
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Affordable Care Act Reporting/Programming		(24,000)	0
• Workers' Compensation Outsourced Program Costs		(650,000)	(650,000)
• Workers' Compensation Program Temporary Resources		(400,950)	(400,950)
• Voluntary Employees' Beneficiary Association Program and Accounting Support (1.0 Analyst II)	(1.00)	(161,578)	(161,578)
• Talent Development Initiative		(100,000)	(100,000)
• Employment Services Temporary Staffing Continuation		(200,000)	(200,000)
One-time Prior Year Expenditures Subtotal:	(1.00)	(1,541,320)	(1,517,320)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations: - 3.0 Saff Technician to 3.0 Staff Specialist		1,011,986	929,915
• Workers' Compensation Program - Service Delivery Evaluation (City Council Approval June 19, 2018) (Deletes 1.0 Senior Analyst, 2.0 Senior Office Specialist, and 4.0 Workers Compensation Claims Adjuster II)	(7.00)	(827,591)	(827,591)
• Human Resources Department/Office of Employee Relations Single Leadership Model Implementation (City Council Approval December 18, 2018) (Deletes 0.5 Human Resources Director, Adds 1.0 Senior Analyst, 1.0 Analyst I)	1.50	187,644	187,644
• Workers' Compensation Third-Party Administrator Claims Administration Costs		1,839,475	1,839,475
• Dental Insurance Contract		75,000	0
• Deferred Compensation Trust Fund		14,092	14,092
• Human Resources Auditor Contracts		526	526
• Print Management		(4,792)	(4,792)
Technical Adjustments Subtotal:	(5.50)	2,296,340	2,139,269
2019-2020 Forecast Base Budget:	46.00	13,244,092	10,904,528
Budget Proposals Recommended			
1. Talent Development Program		330,000	330,000
2. Employment Services Temporary Staffing Continuation		232,000	232,000
3. Human Resources Cubicle and Conference Room Project		180,000	180,000

Human Resources Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment

(2018-2019 Adopted to 2019-2020 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
Budget Proposals Recommended			
4. Voluntary Employees' Beneficiary Association Program and Administration Support	0.50	117,622	117,622
5. Employment Consulting Services		75,000	75,000
6. Safety Classes		61,000	61,000
7. Career Fair		25,000	25,000
8. LiveScan Fingerprinting		20,000	20,000
Total Budget Proposals Recommended	0.50	1,040,622	1,040,622
2019-2020 Proposed Budget Total	46.50	14,284,714	11,945,150

Human Resources Department

Budget Changes By Department Personal Services and Non-Personal/Equipment

2019-2020 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>1. Talent Development Program</p> <p><i>Strategic Support CSA Training and Development Core Service Employee Training and Development Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$330,000 to support the Talent Development Program with an additional \$330,000 set aside in a reserve for 2020-2021. This funding will be used to assess, create, and implement talent development activities for employees. This aligns with the City Manager's "Powered by People" enterprise priority that focuses, in part, on engaging in efforts to support employee retention, engagement, and advancement through training and development. The funding will support the following activities: re-building talent development programs/courses; developing a workforce pipeline; and improving our employee value proposition. (Ongoing costs: \$0)</p>		330,000	330,000
<p>2. Employment Services Temporary Staffing Continuation</p> <p><i>Strategic Support CSA Employment Services Core Service Recruiting/Hiring Program</i></p> <p>This action continues one-time non-personal/equipment funding of \$232,000 for temporary staffing to extend the Human Resources Department's increased hiring capacity across the City. There continues to be a backlog for recruitment in the City, with approximately 11% of authorized positions vacant. As part of the talent recruitment initiative, launched in spring 2018, the division implemented an autonomous hiring program to improve capacity and capabilities for hiring within departments. The division is currently evaluating the program to make process and training improvements with the expectation of maintaining the program. While the City has reduced vacancies from nearly 900 in 2017 to about 650 currently (about 11% vacancy rate), the City added 163 positions in the last budget year and as of December 31, 2018, the City had approximately 200 separations requiring the continued need for temporary staffing in Human Resources. (Ongoing costs: \$0)</p>		232,000	232,000
<p>3. Human Resources Cubicle and Conference Room Project</p> <p><i>Strategic Support CSA Strategic Support Core Service Human Resources Management and Administration Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$180,000 for a Human Resources cubicle and conference room project. The funding will increase cubicle sizes within Human Resources from 6'x6' to 6'x8' for all staff and convert two file rooms into conference rooms. This project will significantly improve the work space for the Human Resources Department employees. (Ongoing costs: \$0)</p>		180,000	180,000

Human Resources Department

Budget Changes By Department Personal Services and Non-Personal/Equipment

2019-2020 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. Voluntary Employees' Beneficiary Association Program and Administration Support	0.50	117,622	117,622

*Strategic Support CSA
Employee Benefits Core Service
Other Benefits Program*

This action adds ongoing non-personal/equipment funding of \$77,153 to support the Voluntary Employees' Beneficiary Association's (VEBA) operational expenses and adds 0.5 Staff Specialist PT position, effective August 1, 2019, for ongoing support of VEBA plan administration, including, but not limited to: committee administration; budget and reserve monitoring and reimbursements; contract management; vendor management; production coordination (Benefits, Payroll, IT, HRIS, vendors); new hire education; biweekly wires of employee contributions; and general customer service for all participants. After review of the duties and actual workload of the limit-dated Analyst II position added in 2018-2019, it was determined that an ongoing part-time Staff Specialist is better aligned with the needs of the VEBA Program. Non-personal/equipment funding will be used for VEBA-related expenses, including benefits and legal consulting fees (\$40,000); Fiduciary Insurance Premium (\$19,950); external auditor (\$8,903); and expenses related to printing, postage, training, and supplies (\$8,300). The VEBA-related costs (\$117,622) will be offset by VEBA administration fees. (Ongoing costs: \$121,301)

5. Employment Consulting Services		75,000	75,000
-----------------------------------	--	--------	--------

*Strategic Support CSA
Employment Services Core Service
Classification Services Program*

This action provides one-time non-personal/equipment funding of \$75,000 to provide consultant support for the Employment Services Division in Classification and Compensation to revise a number of critical job specifications to improve the City's ability to attract future candidates. To attract the next generation to the City, up-to-date job specifications are essential to advance the "Powered by People" enterprise priority. Some of the current job specifications have not been updated for over two decades. The classification project will include interviewing current incumbents and hiring managers to ensure that the job scope revisions align with the current duties performed. While the Employment Division has made progress in revising job specifications, over 100 in the last two years, additional capacity is needed to continue to make progress in this area. (Ongoing costs: \$0)

Human Resources Department

Budget Changes By Department Personal Services and Non-Personal/Equipment



2019-2020 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>6. Safety Classes</p> <p><i>Strategic Support CSA Health and Safety Core Service Employee Safety Program</i></p> <p>This action adds ongoing non-personal/equipment funding of \$61,000 to provide additional safety classes to ensure all employees who require training are current and certified. This funding will increase the number of CPR training classes from 12 to 24, and will also allow for additional safety training, including: confined space entry training; hazard communication training; hazardous waste disposal training; blood borne pathogens/universal precautions training; electrical safety training; arc flash protection training; heat illness prevention training; fall protection training; low angle rescue training; and off-road driver training. Offering this additional training will provide for a safer working environment for all employees. (Ongoing costs: \$61,000)</p>		61,000	61,000
<p>7. Career Fair</p> <p><i>Strategic Support CSA Employment Services Core Service Recruiting/Hiring Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$25,000 for a City of San José career fair in 2019-2020. One-time funding was added in 2015-2016 and 2016-2017 to provide the City's first two career fairs that were held in the City Hall Rotunda. A majority of the City's departments attended, and over 900 people attended throughout the day that were interested in the City's open positions. This funding will provide an additional recruitment tool to market the City's job openings and provide one-on-one interaction with job applicants and hiring managers. As part of the "Powered by People" enterprise wide priority, the Career Fair will provide improved ability to increase awareness of opportunities and attract people. (Ongoing costs: \$0)</p>		25,000	25,000
<p>8. LiveScan Fingerprinting</p> <p><i>Strategic Support CSA Employment Services Core Service Recruiting/Hiring Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$20,000 for the purchase of a LiveScan fingerprinting machine. This purchase will facilitate faster onboarding of new employees by providing fingerprinting services in-house, thereby eliminating the multiple week wait time for new employees to get fingerprinted by the County Sheriff's Office. This funding will cover the purchase of a LiveScan Machine, and pay for a limited number of Human Resources staff to become certified fingerprint rollers, which is required training to use the equipment. (Ongoing costs: \$0)</p>		20,000	20,000
2019-2020 Proposed Budget Changes Total	0.50	1,040,622	1,040,622

Human Resources Department

Performance Summary

Employee Benefits

Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Estimated	2019-2020 Target
 Cost of benefits administration per FTE	\$322	\$381	\$347	\$403
 % of benefited employees enrolled in the City healthcare plan with the highest employee enrollment	84%	80%	80.1%	78%

Activity and Workload Highlights



	2017-2018 Actual	2018-2019 Forecast	2018-2019 Estimated	2019-2020 Forecast
% of employees contributing to Deferred Compensation	71%	72%	72%	73%

Human Resources Department

Performance Summary

Employment Services

Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Estimated	2019-2020 Target
 Citywide Vacancy Rate	11.1%	10%	11.3%	10%
 Employee Turnover Rate	8.1% ¹	7.0%	7.1%	7.0%

¹ Turnover rate excludes retirement separation.

Activity and Workload Highlights





	2017-2018 Actual	2018-2019 Forecast	2018-2019 Estimated	2019-2020 Forecast
# of positions filled:				
- New Hires	1,065	806	735	782
- Promotions & Laterals	938	894	815	868

Human Resources Department

Performance Summary

Health and Safety

Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Estimated	2019-2020 Target
 Workers' Compensation Claims Closure Rate ¹	158%	100%	163%	100%
 Timely Completion of 3-Point Contact For New Workers' Compensation Claims ²	N/A ³	100%	96%	100%
 # of Workers' Compensation disability hours	170,435	150,000	162,987	150,000
 Expenditures for Workers' Compensation per \$100 of total City salaries, benefits, and retirement	\$3.76	\$4.00	\$3.18	\$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


	2017-2018 Actual	2018-2019 Forecast	2018-2019 Estimated	2019-2020 Forecast
# of open Workers' Compensation claims	3,120	2,900	2,601	2,600
# of new Workers' Compensation Claims	1,124	1,000	786	750
# of closed Workers' Compensation Claims	1,913	800	1,337	750
# of employees trained in safety	1,063	1,000	1,350	1,500
Total Workers' Compensation claims costs	\$22.54M	\$22.0M	\$19.3M	\$22.0M

Human Resources Department

Performance Summary

Strategic Support

Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Estimated	2019-2020 Target
 % of employee performance reviews completed on schedule	73%	80%	74%	80%

Activity and Workload Highlights

	2017-2018 Actual	2018-2019 Forecast	2018-2019 Estimated	2019-2020 Forecast
# of Human Resources Information Systems Transactions	20.5K	32K	32K	30K

Human Resources Department

Departmental Position Detail

Position	2018-2019 Adopted	2019-2020 Proposed	Change
Account Clerk	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	15.00	15.00	-
Assistant Director	1.00	1.00	-
Director, Human Resources	1.00	0.50	(0.50)
Division Manager	3.00	3.00	-
Employee Health Services Supervisor	1.00	1.00	-
Medical Assistant	1.00	1.00	-
Nurse Practitioner	1.00	1.00	-
Office Specialist II	1.00	1.00	-
Office Specialist II PT	0.50	0.50	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	2.00	2.00	-
Senior Analyst	11.00	11.00	-
Senior Office Specialist	4.00	2.00	(2.00)
Staff Specialist	0.00	3.50	3.50
Staff Technician	3.00	0.00	(3.00)
Workers' Compensation Claims Adjuster II	4.00	0.00	(4.00)
Total Positions	52.50	46.50	(6.00)