

Human Resources

Department

Joe Angelo, Director

M
I
S
S
I
O
N

To attract, develop and retain a quality workforce

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 to utilize their plans effectively

Employment Services

Facilitate the timely hiring of excellent employees and maintain the City's classification and compensation systems

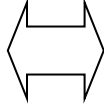
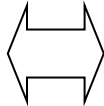
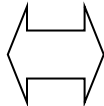
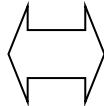
Health and Safety

Provide services that ensure employee health, safety, and well-being

Strategic Support: Administration, Customer Service, Personnel Management, Human Resources Systems Management, Records Management, Financial Management

Human Resources Department

Service Delivery Framework

Core Service		Key Operational Services
<p>Employee Benefits: <i>Provide benefit programs that best meet the needs of employees, retirees, their dependents and the City, and assist participants to utilize their plans effectively</i></p>		<ul style="list-style-type: none"> • Competitive Processes for Benefit Plans • Staff Support for Benefits Review Forum and Deferred Compensation Advisory Committee • Benefits Orientations • Insurance Premium Payments • Claims Processing • Eligibility and Contribution Transfers • Customer Services, Counseling and Mediation • Human Resources Information System (HRIS) - Benefits Module Administration and Maintenance
<p>Employment Services: <i>Facilitate the timely hiring of excellent employees and maintain the City's classification and compensation systems</i></p>		<ul style="list-style-type: none"> • Recruitment, Assessment, and Hiring • Executive Recruitment • Temporary Employment Program • Job Classification/ Compensation Review • Employee Reallocations • Civil Service and Hiring Rules, Policies, and Procedures • Employee Placements
<p>Health and Safety: <i>Provide services that ensure employee health, safety, and well-being</i></p>		<ul style="list-style-type: none"> • Workers' Compensation Program • Safety and Loss Control • Employee Health Services
<p>Strategic Support: <i>Administration, Customer Service, Personnel Management, Human Resources Systems Management, Records Management, Financial Management</i></p>		<ul style="list-style-type: none"> • Administration • Financial Management • Personnel Management • Human Resources Systems Management • Records Management • Customer Service

Human Resources Department

Department Budget Summary

Expected 2014-2015 Service Delivery

- Employment Services will continue to facilitate recruitments and manage effective, efficient, and defensible hiring processes in partnership with client departments to attract and retain qualified employees.
- Maintain a safe and healthy work environment in compliance with all applicable State and federal regulations related to employee health and safety and continue to minimize liability and loss to the City. Health and Safety programs will continue to ensure injured employees receive adequate and appropriate treatment; promote a culture of safety through the Injury, Illness, and Prevention Programs; and ensure employee medical exams and testing are completed as mandated.
- Provide a wide range of quality, affordable, and responsive benefit programs that best meet the needs of the employees, retirees, their dependents, and the City and assist participants to utilize their plans effectively.
- Review medical services and wellness programs to ensure that current service levels are provided in the most efficient and cost-effective manner. An ongoing reduction in wellness revenue from the City's health insurance providers, as negotiated, has necessitated a service evaluation to ensure remaining revenues align with the highest program needs.

2014-2015 Key Budget Actions

- As directed in the Mayor's June Budget Message for Fiscal Year 2014-2015, as approved by the City Council, the addition of \$100,000 for contractual services will enable the Human Resources Department to conduct interviews with current Police Officers about what factors motivate them to stay and succeed in the Police Department.
- As directed in the Mayor's March Budget Message for Fiscal Year 2014-2015, as approved by the City Council, the addition of 1.0 Analyst assigned to the Police Department will serve as a dedicated resource and the single point of contact for employees of the Police Department, addressing human resources-related questions and assisting with disability retirement issues.
- Staffing realignment in the Benefits Division, resulting in the net elimination of 0.25 positions, will enable the department to realize staffing efficiencies by merging the duties of two part-time positions currently assisting the Deferred Compensation Program (0.75 PT position) and the Benefits Program (0.50 PT position) into a single position funded 50%/50% by these two programs. This position will continue to facilitate the timely completion of clerical tasks associated with the Benefits Division.

Operating Funds Managed

- Benefit Fund - Benefit Fund
- Benefit Fund - Dental Insurance Fund
- Benefit Fund - Life Insurance Fund
- Benefit Fund - Unemployment Insurance Fund

Human Resources Department

Department Budget Summary

	2012-2013 Actual 1	2013-2014 Adopted 2	2014-2015 Forecast 3	2014-2015 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Employee Benefits	\$ 2,199,443	\$ 2,258,295	\$ 2,366,017	\$ 2,401,771	6.4%
Employment Services	1,852,103	2,051,590	2,195,506	2,632,323	28.3%
Health and Safety	2,579,876	3,386,288	3,157,951	3,517,627	3.9%
Strategic Support	704,505	917,564	963,057	985,664	7.4%
Total	\$ 7,335,927	\$ 8,613,737	\$ 8,682,531	\$ 9,537,385	10.7%
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 5,397,230	\$ 6,257,880	\$ 6,403,974	\$ 6,808,828	8.8%
Overtime	7,691	13,018	13,018	13,018	0.0%
Subtotal	\$ 5,404,921	\$ 6,270,898	\$ 6,416,992	\$ 6,821,846	8.8%
Non-Personal/Equipment					
Total	\$ 7,335,927	\$ 8,613,737	\$ 8,682,531	\$ 9,537,385	10.7%
Dollars by Fund					
General Fund	\$ 5,423,327	\$ 6,370,944	\$ 6,423,577	\$ 7,226,032	13.4%
Benefit Fund	370,094	489,379	517,088	543,970	11.2%
Dental Insurance	657,560	743,680	715,254	720,165	(3.2%)
Federated Retirement	63,392	67,544	71,448	73,455	8.8%
Integrated Waste Mgmt	16,361	22,808	21,705	22,038	(3.4%)
Library Parcel Tax	43,877	50,335	46,190	47,396	(5.8%)
Life Insurance	50,638	50,207	66,962	68,506	36.4%
Low/Mod Income Hsg Asset*	20,790	24,010	21,964	22,572	(6.0%)
Police & Fire Retirement	144,709	154,111	163,708	168,370	9.3%
PW Program Support	103,955	112,414	100,876	100,876	(10.3%)
Sewer Svc & Use Charge	23,206	25,228	24,174	24,660	(2.3%)
SJ/SC Treatment Plant Oper	287,295	270,055	243,069	248,415	(8.0%)
Storm Sewer Operating	28,790	45,385	40,955	41,878	(7.7%)
Unemployment Insurance	93,056	108,003	141,063	143,467	32.8%
Water Utility Fund	8,877	12,785	12,034	12,234	(4.3%)
Vehicle Maint & Opers	0	66,849	72,464	73,351	9.7%
Total	\$ 7,335,927	\$ 8,613,737	\$ 8,682,531	\$ 9,537,385	10.7%
Authorized Positions by Core Service					
Employee Benefits	11.90	11.90	11.90	11.65	(2.1%)
Employment Services	15.00	16.00	16.00	16.00	0.0%
Health and Safety	22.35	14.35	14.35	15.35	7.0%
Strategic Support	5.00	6.00	6.00	6.00	0.0%
Total	54.25	48.25	48.25	49.00	1.6%

* This fund was previously named Affordable Housing Investment Fund.

Human Resources Department

Budget Reconciliation

(2013-2014 Adopted to 2014-2015 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2013-2014):	48.25	8,613,737	6,370,944
<hr/> Base Adjustments <hr/>			
One-Time Prior Year Expenditures Deleted			
● Rebudget: Workers' Compensation Temporary Staffing Transition		(80,000)	(80,000)
One-time Prior Year Expenditures Subtotal:	0.00	(80,000)	(80,000)
<hr/> Technical Adjustments to Costs of Ongoing Activities			
● Salary/benefit changes		146,094	129,933
● Deferred Compensation Broker Contractual Services (approved by Deferred Compensation Advisory Committee on September 16, 2013)		2,700	2,700
Technical Adjustments Subtotal:	0.00	148,794	132,633
2014-2015 Forecast Base Budget:	48.25	8,682,531	6,423,577
<hr/> Budget Proposals Approved <hr/>			
1. Human Resources Salary Program		146,716	109,470
2. Human Resources Retention Interviews (Public Safety)		100,000	100,000
3. Human Resources Police Department Liaison	1.00	84,964	84,964
4. Benefits Division Staffing Realignment	(0.25)	3,174	(11,979)
5. Rebudget: Employment Services Temporary Staffing		170,000	170,000
6. Rebudget: Workers' Compensation Audit		100,000	100,000
7. Rebudget: Workers' Compensation Backlog Temporary Staffing		100,000	100,000
8. Rebudget: Recruitment Advertising and Job Fairs		75,000	75,000
9. Rebudget: Hiring Process Review		50,000	50,000
10. Rebudget: Technology/Health and Safety Equipment		25,000	25,000
Total Budget Proposals Approved	0.75	854,854	802,455
2014-2015 Adopted Budget Total	49.00	9,537,385	7,226,032

Human Resources Department

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Human Resources Salary Program		146,716	109,470

Strategic Support CSA

*Employee Benefits
Employment Services
Health and Safety
Strategic Support*

This action increases the Human Resources Department personal services allocation to reflect a 3% salary increase that was negotiated and agreed to by the City and four bargaining units, including Municipal Employees' Federation (MEF), Confidential Employees' Organization (CEO), Association of Legal Professionals of San José (ALP), and the International Union of Operating Engineers, Local No. 3 (OE#3), effective June 22, 2014. In addition, a 3% salary increase is included for those employees in Unit 99 and for Council Appointees. These salary increases were approved by the City Council on June 3, 2014. Agreements were also reached with other bargaining units; however, due to the timing of those agreements and the publication of memorandums necessary for the final budget adoption, those adjustments will be included in the 2013-2014 Annual Report as appropriate. (Ongoing costs: \$146,716)

Performance Results: N/A (Final Budget Modification)

2. Human Resources Retention Interviews (Public Safety)		100,000	100,000
--	--	----------------	----------------

Strategic Support CSA

Employment Services

As directed in the Mayor's June Budget Message for Fiscal Year 2014-2015, as approved by the City Council, this action allocates funding to conduct interviews with San José Police Department Officers concerning factors that motivate them to stay with, and succeed in, the Department. This information will enhance the City's recruitment and retention efforts within the Department. On an ongoing basis, these services could function as the exit interview lead for other departments. (Ongoing costs: \$100,000)

Performance Results:

Cycle Time, Customer Satisfaction This action will improve customer service through prompt examination of the factors that motivate employees to stay with, and succeed at, the City of San José and response times to Police Department human resources needs, especially recruitment and retention efforts, will improve.

3. Human Resources Police Department Liaison	1.00	84,964	84,964
---	-------------	---------------	---------------

Strategic Support CSA

Health and Safety

As directed in the Mayor's March Budget Message for Fiscal Year 2014-2015, as approved by the City Council, this action adds 1.0 Analyst I/II assigned to the Police Department to address their human resources needs. The position will serve as the single point of contact for employees of the Police Department for human resources-related questions, including those associated with work-

Human Resources Department

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
------------------------	-----------	----------------	-------------------

3. Human Resources Police Department Liaison

related injuries. This will include coordinating return to work, the workers' compensation process, and issues regarding disability retirements. (Ongoing costs: \$94,848)

Performance Results:

Cycle Time, Customer Satisfaction The addition of a dedicated resource will improve customer service and response times to Police Department human resources needs.

4. Benefits Division Staffing Realignment	(0.25)	3,174	(11,979)
---	--------	-------	----------

Strategic Support CSA

Employee Benefits

This action realigns staffing in the Benefits Division, ultimately resulting in the net elimination of 0.25 positions. Actions include the elimination of 1.25 Office Specialist part-time (PT) positions and the addition of 1.0 Office Specialist full-time position. This action enables the department to realize staffing efficiencies by merging the duties of two positions currently assisting the Deferred Compensation Program (0.75 PT position) and the Benefits Program (0.50 PT position funded by the Benefit Fund) into a single position funded 50% by the Deferred Compensation Program and 50% by the Benefit Fund. This position will continue to facilitate the timely completion of clerical tasks associated with the Benefits Division. General Fund costs associated with administering the Deferred Compensation Program are reimbursed by that program and a corresponding adjustment to the General Fund revenue estimate is included elsewhere in this document. (Ongoing costs: \$3,133)

Performance Results:

No impact to current service levels are anticipated as a result of this action.

5. Rebudget: Employment Services Temporary Staffing		170,000	170,000
---	--	---------	---------

Strategic Support CSA

Employment Services

This rebudget of unexpended 2013-2014 personal services funding as a result of vacancies in the Employment Services Division will allow the Human Resources Department to hire temporary staff to increase the hiring capacity across the City. There is currently a backlog for recruitment, which this temporary staffing will help address. The Human Resources Department will utilize the funding to hire temporary positions at an appropriate classification to assist in the various phases of the recruitment process. This funding will enable the Human Resources Department to conduct more recruitments concurrently and/or expedite the hiring process, which will better meet the needs of the various City departments. (Ongoing costs: \$0)

Performance Results: N/A (Final Budget Modification)

6. Rebudget: Workers' Compensation Audit		100,000	100,000
--	--	---------	---------

Strategic Support CSA

Health and Safety

Human Resources Department

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
-------------------------------	------------------	-----------------------	--------------------------

6. Rebudget: Workers' Compensation Audit

This rebudget of unexpended 2013-2014 non-personal/equipment funding will enable the Human Resources Department to engage a consultant to conduct an outside audit of the City's Workers' Compensation claims. This audit is anticipated to determine current case status and an appropriate plan of action to move each case to resolution, as well as review current processes and procedures. The City will incorporate business process improvements resulting from the audit to further streamline and enhance the administration of the Workers' Compensation program. (Ongoing costs: \$0)

Performance Results: N/A (Final Budget Modification)

7. Rebudget: Workers' Compensation Backlog Temporary Staffing		100,000	100,000
--	--	----------------	----------------

Strategic Support CSA
Health and Safety

This rebudget of unexpended 2013-2014 non-personal/equipment funding is necessary to address the backlog of Workers' Compensation claims. Approximately half of the City's workers' compensation claims are administered by a Third Party Administrator (TPA) as part of a pilot program. However, as a result of staffing shortages, a backlog has emerged for the claims the City still administers. Temporary staffing to alleviate the backlog will enable the Workers' Compensation program to close outstanding cases. (Ongoing costs: \$0)

Performance Results: N/A (Final Budget Modification)

8. Rebudget: Recruitment Advertising and Job Fairs		75,000	75,000
---	--	---------------	---------------

Strategic Support CSA
Employment Services

This rebudget of unexpended 2013-2014 non-personal/equipment funding will provide necessary funding to address the increased demand to advertise job postings and to actively participate in recruitment job fairs. These efforts will increase the exposure of job openings throughout the City, and ensure that the City's employment opportunities are publicized to a broader audience, improving the City's ability to attract top talent. (Ongoing costs: \$0)

Performance Results: N/A (Final Budget Modification)

9. Rebudget: Hiring Process Review		50,000	50,000
---	--	---------------	---------------

Strategic Support CSA
Employment Services

This rebudget of unexpended 2013-2014 non-personal/equipment funding will provide funding necessary to conduct an external review of the City of San José's hiring process. The review of the hiring process by an external consultant will help the department identify strategies to further improve the hiring process and ensure that the City remains competitive for attracting top talent. (Ongoing costs: \$0)

Human Resources Department

Budget Changes By Department





Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
9. Rebudget: Hiring Process Review			
Performance Results: N/A (Final Budget Modification)			
10. Rebudget: Technology/Health and Safety Equipment			
		25,000	25,000
<i>Strategic Support CSA</i>			
<i>Health and Safety</i>			
<p>This rebudget of unexpended 2013-2014 non-personal/equipment funding will enable the Human Resources Department to replace end-of-life technology within the department. Certain critical pieces of technology, including the Electrocardiogram (EKG) machine, have ceased to function reliably. In order to maintain the current service levels to employees, it is necessary to replace the EKG machine and other critical pieces of technology. (Ongoing costs: \$0)</p>			
Performance Results: N/A (Final Budget Modification)			
<hr/>			
2014-2015 Adopted Budget Changes Total	0.75	854,854	802,455

Human Resources Department

Performance Summary

Employee Benefits

Performance Measures

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 Cost of benefits administration per FTE	\$436	\$540	\$443	\$516
 % of requests for services responded to in one day	92%	90%	90%	90%
 % of Human Resources Information Systems transactions completed within the target pay period	100%	100%	100%	100%
 % of participants rating benefit program products and services as good to excellent:				
- City Employee Benefits staff customer service	N/A*	N/A*	N/A*	N/A*
- Benefit products and Vendor's customer Service	N/A*	N/A*	N/A*	N/A*

Changes to Performance Measures from 2013-2014 Adopted Budget: No

* Data for these measures was previously collected through the biennial City-Wide Employee Survey. The survey, last issued in 2010-2011, has been temporarily suspended. The 2014-2015 Adopted Budget contains additional funding for a new annual employee engagement program survey and training effort as described elsewhere in this document. Possible new performance measures and targets will be developed as a result of this program and will be reported in the 2015-2016 Proposed Budget document as appropriate.

Activity and Workload Highlights

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
Annual contributions to Deferred Compensation	\$24M	\$23M	\$23M	\$23M
% of employees contributing to Deferred Compensation	70%	72%	70%	70%
% of employees/retirees enrolled in dental HMO	5%	5%	6%	6%




Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget: No

Human Resources Department

Performance Summary

Employment Services

Performance Measures

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 % of employee performance reviews completed on schedule	45%	60%	68%	75%
 % of vacancies filled within 120 days	76%	75%	74%	75%
 Working days to reclassify an occupied position	146	150	165	150

Changes to Performance Measures from 2013-2014 Adopted Budget: No

Activity and Workload Highlights

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
Days for Recruitments	93	100	95	100
# of positions filled from recruitments:				
- Full-time	854	600	825	800
- Part-time	502	400	400	400





Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget: No

Human Resources Department

Performance Summary

Health and Safety

Performance Measures

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 # of Workers' Compensation claims per 100 FTEs	16.1	17.0	14.0	14.0
 # of Workers' Compensation disability hours	226,012	210,000	213,415	200,000
 # of Workers' Compensation disability hours per claim	242	210	261	250
 Expenditures for Workers' Compensation per \$100 of total City salaries, benefits, and retirement	N/A	N/A	\$2.97	\$2.75

Changes to Performance Measures from 2013-2014 Adopted Budget: Yes¹

¹ Changes to Performance Measures from 2013-2014 Adopted Budget:

- "Expenditures for Workers' Compensation per \$100 of total City salaries and benefits" was changed to "Expenditures for Workers' Compensation per \$100 of total City salaries, benefits, and retirement" to reflect the cost of Workers' Compensation compared to the total personal service expenditures of the City. Previously this measure was calculated with just salary and benefits.

Activity and Workload Highlights

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
# of open Workers' Compensation claims	3,268	3,500	3,411	3,200
# of new Workers' Compensation claims	933	1,000	818	800
# of employees trained in safety	595	850	1,010	600
# of ergonomic evaluations	118	100	170	130
Total Workers' Compensation claims costs	\$19.4M	\$21.5M	\$19.4M	\$21.4M

Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget: Yes¹

¹ Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget:

- "Total Workers' Compensation costs" was changed to "Total Workers' Compensation claims costs" to more accurately align the measure with the data reported which only reflects the claims costs associated with Workers' Compensation.

Human Resources Department

Departmental Position Detail

Position	2013-2014 Adopted	2014-2015 Adopted	Change
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	14.00	15.00	1.00
Director, Human Resources	1.00	1.00	-
Division Manager	3.00	3.00	-
Medical Assistant	1.00	1.00	-
Nurse Practitioner	1.00	1.00	-
Nurse Practitioner PT	0.50	0.50	-
Office Specialist II	1.00	2.00	1.00
Office Specialist II PT	1.75	0.50	(1.25)
Physician	1.00	1.00	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Senior Analyst	7.00	7.00	-
Senior Medical Assistant	1.00	1.00	-
Senior Office Specialist	4.00	4.00	-
Senior Workers' Compensation Claims Adjuster	1.00	1.00	-
Staff Technician	3.00	3.00	-
Workers' Compensation Claims Adjuster II	4.00	4.00	-
Total Positions	48.25	49.00	0.75

PAGE IS INTENTIONALLY LEFT BLANK