

# Human Resources Department

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**T**o 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

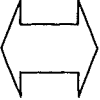
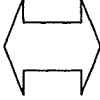
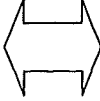
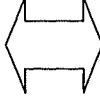
#### **Health and Safety**

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><b>Employee Benefits:</b>  <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"> <li>• Competitive Processes for Benefit Plans</li> <li>• Staff Support for Benefits Review Forum and Deferred Compensation Advisory Committee</li> <li>• Benefits Orientations</li> <li>• Insurance Premium Payments</li> <li>• Claims Processing</li> <li>• Eligibility and Contribution Transfers</li> <li>• Customer Services, Counseling and Mediation</li> <li>• Human Resources Information System (HRIS) - Benefits Module Administration and Maintenance</li> </ul>
<p><b>Employment Services:</b>  <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"> <li>• Recruitment, Assessment, and Hiring</li> <li>• Executive Recruitment</li> <li>• Temporary Employment Program</li> <li>• Job Classification/ Compensation Review</li> <li>• Employee Reallocations</li> <li>• Civil Service and Hiring Rules, Policies, and Procedures</li> <li>• Employee Placements</li> </ul>
<p><b>Health and Safety:</b>  <i>Provide services that ensure employee health, safety, and well-being</i></p>		<ul style="list-style-type: none"> <li>• Workers' Compensation Program</li> <li>• Safety and Loss Control</li> <li>• Employee Health Services</li> </ul>
<p><b>Strategic Support:</b>  <i>Administration, Customer Service, Personnel Management, Human Resources Systems Management, Records Management, Financial Management</i></p>		<ul style="list-style-type: none"> <li>• Administration</li> <li>• Financial Management</li> <li>• Personnel Management</li> <li>• Human Resources Systems Management</li> <li>• Records Management</li> <li>• Customer Service</li> </ul>

# Human Resources Department

## Department Budget Summary

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### 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 Budget Actions

- 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 Proposed 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Employee Benefits	\$ 2,199,443	\$ 2,258,295	\$ 2,366,017	\$ 2,369,191	4.9%
Employment Services	1,852,103	2,051,590	2,195,506	2,195,506	7.0%
Health and Safety	2,579,876	3,386,288	3,157,951	3,242,915	(4.2%)
Strategic Support	704,505	917,564	963,057	963,057	5.0%
<b>Total</b>	<b>\$ 7,335,927</b>	<b>\$ 8,613,737</b>	<b>\$ 8,682,531</b>	<b>\$ 8,770,669</b>	<b>1.8%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 5,397,230	\$ 6,257,880	\$ 6,403,974	\$ 6,492,112	3.7%
Overtime	7,691	13,018	13,018	13,018	0.0%
Subtotal	\$ 5,404,921	\$ 6,270,898	\$ 6,416,992	\$ 6,505,130	3.7%
Non-Personal/Equipment					
Total	\$ 1,931,006	2,342,839	2,265,539	2,265,539	(3.3%)
<b>Total</b>	<b>\$ 7,335,927</b>	<b>\$ 8,613,737</b>	<b>\$ 8,682,531</b>	<b>\$ 8,770,669</b>	<b>1.8%</b>
<b>Dollars by Fund</b>					
General Fund	\$ 5,423,327	\$ 6,370,944	\$ 6,423,577	\$ 6,496,562	2.0%
Benefit Fund	370,094	489,379	517,088	532,241	8.8%
Dental Insurance	657,560	743,680	715,254	715,254	(3.8%)
Federated Retirement	63,392	67,544	71,448	71,448	5.8%
Integrated Waste Mgmt	16,361	22,808	21,705	21,705	(4.8%)
Library Parcel Tax	43,877	50,335	46,190	46,190	(8.2%)
Life Insurance	50,638	50,207	66,962	66,962	33.4%
Low/Mod Income Hsg Asset*	20,790	24,010	21,964	21,964	(8.5%)
Police & Fire Retirement	144,709	154,111	163,708	163,708	6.2%
PW Program Support	103,955	112,414	100,876	100,876	(10.3%)
Sewer Svc & Use Charge	23,206	25,228	24,174	24,174	(4.2%)
SJ/SC Treatment Plant Oper	287,295	270,055	243,069	243,069	(10.0%)
Storm Sewer Operating	28,790	45,385	40,955	40,955	(9.8%)
Unemployment Insurance	93,056	108,003	141,063	141,063	30.6%
Water Utility Fund	8,877	12,785	12,034	12,034	(5.9%)
Vehicle Maint & Opers	0	66,849	72,464	72,464	8.4%
<b>Total</b>	<b>\$ 7,335,927</b>	<b>\$ 8,613,737</b>	<b>\$ 8,682,531</b>	<b>\$ 8,770,669</b>	<b>1.8%</b>
<b>Authorized Positions by Core Service</b>					
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%
<b>Total</b>	<b>54.25</b>	<b>48.25</b>	<b>48.25</b>	<b>49.00</b>	<b>1.6%</b>

\* This fund was previously named Affordable Housing Investment Fund.

# Human Resources Department

## Budget Reconciliation

**(2013-2014 Adopted to 2014-2015 Proposed)**

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2013-2014):</b>	48.25	8,613,737	6,370,944
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Workers' Compensation Temporary Staffing Transition		(80,000)	(80,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	0.00	(80,000)	(80,000)
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• 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
<b>Technical Adjustments Subtotal:</b>	0.00	148,794	132,633
<b>2014-2015 Forecast Base Budget:</b>	48.25	8,682,531	6,423,577
<b>Budget Proposals Recommended</b>			
1. Human Resources Police Department Liasion	1.00	84,964	84,964
2. Benefits Division Staffing Realignment	(0.25)	3,174	(11,979)
<b>Total Budget Proposals Recommended</b>	0.75	88,138	72,985
<b>2014-2015 Proposed Budget Total</b>	49.00	8,770,669	6,496,562

# Human Resources Department

## Budget Changes By Department





Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Human Resources Police Department Liaison	1.00	84,964	84,964
<p><i>Strategic Support CSA</i>  <i>Health and Safety</i></p> <p>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-related injuries. This will include coordinating return to work, the workers' compensation process, and issues regarding disability retirements. (Ongoing costs: \$94,848)</p> <p><b>Performance Results:</b>  <b>Cycle Time, Customer Satisfaction</b> The addition of a dedicated resource will improve customer service and response times to Police Department human resources needs.</p>			
2. Benefits Division Staffing Realignment	(0.25)	3,174	(11,979)
<p><i>Strategic Support CSA</i>  <i>Employee Benefits</i></p> <p>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 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 associated with this staffing realignment. (Ongoing costs: \$3,133)</p> <p><b>Performance Results:</b>            No impact to current service levels are anticipated as a result of this action.</p>			
<b>2014-2015 Proposed Budget Changes Total</b>	<b>0.75</b>	<b>88,138</b>	<b>72,985</b>

# 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 Proposed Budget contains a recommendation to add 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: Yes<sup>1</sup>*

<sup>1</sup> 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: Yes<sup>1</sup>*

<sup>1</sup> 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 Proposed	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	-
<b>Total Positions</b>	<b>48.25</b>	<b>49.00</b>	<b>0.75</b>