

Human Resources Department

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Our Human Resource 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 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, Financial Management, and Pandemic Response

Human Resources Department

Department Budget Summary

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 and development offerings for employees City-wide to develop essential skills like mentoring, coaching, writing, data visualization, analysis and reporting, and public presentations.
<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 Pandemic Response	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

Human Resources Department

Department Budget Summary

Expected 2021-2022 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.

2021-2022 Key Budget Actions

- Adds one-time funding of \$500,000 for the Learning and Development Roadmap, as described in the City-Wide Expenses section of this document, that will prioritize resources to assess, create, and implement talent development activities for City employees. This aligns with the City Manager's "Powered by People" enterprise priority and City Roadmap program that focuses, in part, on supporting employee retention, engagement, and advancement through training and development, all of which are critical components of the internal strategic support necessary to facilitate community services.
- Eliminates 1.0 Medical Assistant position and reduces associated ongoing non-personal/equipment funding by \$15,889. The Employee Health Services Supervisor position will remain with Human Resources to manage the contract and serve as a liaison between staff and the third-party provider.
- Reduce ongoing non-personal/equipment funding for the City-wide wellness program in the General Fund and continue the program through the use of designated resources in the Benefit Fund.

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

	2019-2020 Actuals ***	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Adopted
Dollars by Core Service				
Employee Benefits	90,418,243	95,427,204	95,450,619	103,746,869
Employment Services	2,692,039	2,773,622	2,951,423	2,951,423
Health and Safety	5,908,053	6,443,037	6,604,439	6,535,163
Strategic Support - Other - Strategic Support	1,918,056	1,368,250	1,563,633	1,608,633
Strategic Support - Strategic Support	2,019,976	1,744,468	1,781,275	2,766,113
Training and Development	552,597	533,000	250,000	787,000
Total	\$103,508,965	\$108,289,581	\$108,601,389	\$118,395,201
Dollars by Category				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	7,472,502	7,144,049	7,484,338	7,377,951
Overtime	16,381	28,018	28,018	28,018
Subtotal Personal Services	\$7,488,883	\$7,172,067	\$7,512,356	\$7,405,969
Non-Personal/Equipment	5,446,456	6,039,463	5,861,599	5,853,548
Total Personal Services & Non-Personal/Equipment	\$12,935,340	\$13,211,530	\$13,373,955	\$13,259,517
<i>Other Costs*</i>				
City-Wide Expenses	183,883	140,000	140,000	998,250
Employee/Retiree Benefits	87,572,994	92,609,801	92,609,801	100,931,801
Other	0	0	0	728,000
Overhead Costs	369,733	478,250	557,633	557,633
Workers' Compensation	2,447,015	1,850,000	1,920,000	1,920,000
Total Other Costs	\$90,573,625	\$95,078,051	\$95,227,434	\$105,135,684
Total	\$103,508,965	\$108,289,581	\$108,601,389	\$118,395,201

* 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 2020-2021 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 2019-2020 Actuals column reflect those included in the 2019-2020 Adopted Budget.

*** 2019-2020 Actuals may not subtotal due to rounding.

Human Resources Department

Department Budget Summary

	2019-2020 Actuals ***	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Adopted
Dollars by Fund				
General Fund (001)	12,710,285	12,443,086	12,622,746	13,366,558
Public Works Program Support Fund (150)	135,860	209,056	214,895	214,895
Benefits Funds - Dental Insurance Fund (155)	9,972,710	12,396,652	12,415,605	12,615,605
Benefits Funds - Life Insurance Fund (156)	1,691,107	1,712,147	1,707,531	1,707,531
Benefits Funds - Unemployment Insurance Fund (157)	549,075	757,422	764,475	3,114,475
Benefits Funds - Self-Insured Medical Fund (158)	5,734,084	615,271	600,000	0
Benefits Funds - Benefit Fund (160)	71,864,086	79,311,344	79,402,427	85,774,427
Building Development Fee Program Fund (237)	0	30,846	31,621	31,621
Planning Development Fee Program Fund (238)	0	20,565	21,080	21,080
Low And Moderate Income Housing Asset Fund (346)	27,526	37,791	45,811	45,811
Coronavirus Relief Fund (401)	295,090	0	0	0
American Rescue Plan Fund (402)	0	0	0	728,000
Library Parcel Tax Fund (418)	2,843	100,191	103,715	103,715
Integrated Waste Management Fund (423)	24,693	34,171	34,770	34,770
Storm Sewer Operating Fund (446)	47,240	69,097	71,096	71,096
San José-Santa Clara Treatment Plant Operating Fund (513)	339,500	395,557	397,634	397,634
Water Utility Fund (515)	13,698	18,793	18,762	18,762
Sewer Service And Use Charge Fund (541)	29,477	44,847	49,726	49,726
Vehicle Maintenance And Operations Fund (552)	71,692	92,745	99,495	99,495
Total	\$103,508,965	\$108,289,581	\$108,601,389	\$118,395,201
Positions by Core Service**				
Employee Benefits	13.50	11.00	11.00	11.00
Employment Services	16.50	16.50	16.50	16.50
Health and Safety	7.00	7.00	7.00	6.00
Strategic Support - Strategic Support	9.50	9.00	9.00	9.00
Total	46.50	43.50	43.50	42.50

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** The positions displayed in the 2019-2020 Actuals column reflect those included in the 2019-2020 Adopted Budget.

*** 2019-2020 Actuals may not subtotal due to rounding.

Human Resources Department

Department Budget Summary

	2019-2020 Actuals**	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Adopted	2021-2022 Adopted Positions
Dollars by Program*					
Employee Benefits					
Deferred Compensation	1,993,785	2,136,521	2,153,970	1,753,970	1.55
Dental Benefits	9,924,045	12,349,998	12,356,447	12,556,447	1.11
Medical Benefits	64,462,574	65,517,036	65,533,644	71,049,894	5.06
Other Benefits	14,037,840	15,423,649	15,406,558	18,386,558	3.28
Sub-Total	90,418,243	95,427,204	95,450,619	103,746,869	11.00
Employment Services					
Classification Services	197,712	189,243	197,574	197,574	1.00
Recruiting/Hiring	2,494,327	2,584,379	2,753,849	2,753,849	15.50
Sub-Total	2,692,039	2,773,622	2,951,423	2,951,423	16.50
Health and Safety					
Employee Health Services	573,230	597,641	609,476	540,200	1.00
Employee Safety	337,132	596,605	642,402	642,402	2.50
Workers' Compensation Administration	4,997,692	5,248,791	5,352,561	5,352,561	2.50
Sub-Total	5,908,053	6,443,037	6,604,439	6,535,163	6.00
Strategic Support - Other - Strategic Support					
Human Resources Other Departmental - City-Wide	0	40,000	40,000	85,000	0.00
Human Resources Overhead	369,733	478,250	557,633	557,633	0.00
Workers' Compensation - Other Departments	1,548,323	850,000	966,000	966,000	0.00
Sub-Total	1,918,056	1,368,250	1,563,633	1,608,633	0.00
Strategic Support - Strategic Support					
Human Resources Management and Administration	1,724,886	1,744,468	1,781,275	1,764,113	9.00
Human Resources Pandemic Response	295,090	0	0	1,002,000	0.00
Sub-Total	2,019,976	1,744,468	1,781,275	2,766,113	9.00
Training and Development					
Employee Training and Development	552,597	533,000	250,000	787,000	0.00
Sub-Total	552,597	533,000	250,000	787,000	0.00
Total	\$103,508,965	\$108,289,581	\$108,601,389	\$118,395,201	42.50

* 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.

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Human Resources Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment (2020-2021 Adopted to 2021-2022 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2020-2021):	43.50	13,211,530	10,453,086
<hr/> Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Training and Development		(183,000)	(183,000)
• Talent Development Program		(100,000)	(100,000)
One-time Prior Year Expenditures Subtotal:	0.00	(283,000)	(283,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes		340,289	272,253
• Contract Services: Third-Party Administration (Intercare)		113,790	113,790
• Deferred Compensation		4,611	4,611
• Budget Realignment: FirstNet Support		3,815	3,815
• Contract Services: Self-Funded PPO Consultant		(15,271)	0
• Voluntary Employees' Beneficiary Association		(1,809)	(1,809)
Technical Adjustments Subtotal:	0.00	445,425	392,660
2021-2022 Forecast Base Budget:	43.50	13,373,955	10,562,746
<hr/> Budget Proposals Approved			
1. Employee Health Services	(1.00)	(69,276)	(69,276)
2. Wellness Program		(65,000)	(65,000)
3. Reprographics Contractual Services Savings		(17,162)	(17,162)
4. Rebudget: Training and Development		37,000	37,000
Total Budget Proposals Approved	(1.00)	(114,438)	(114,438)
2021-2022 Adopted Budget Total	42.50	13,259,517	10,448,308

Human Resources Department

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

2021-2022 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>1. Employee Health Services</p> <p><i>Strategic Support CSA</i> <i>Health and Safety Core Service</i> <i>Employee Health Services Program</i></p> <p>This action eliminates 1.0 Medical Assistant position and increases ongoing non-personal/equipment funding by \$37,111 to reflect the restructuring of the City's Employee Health Services (EHS) program to a fully outsourced service delivery model under a newly executed agreement with a third-party administrator (TPA), as approved by City Council on June 22, 2021. In the prior EHS hybrid service model, certain services were provided in-house at the City's EHS clinic, with physician duties and overflow functions provided through a TPA. In-house services were supported by a full-time Employee Health Services Supervisor, a full-time Medical Assistant, and a part-time contracted licensed Nurse Practitioner. Employee-related occupational health and medical services that were previously provided by the Medical Assistant and Nurse Practitioner will transition to the TPA, while the Employee Health Services Supervisor will remain on staff to oversee services coordinated with the TPA. (Ongoing savings: \$69,885)</p>	(1.00)	(69,276)	(69,276)
<p>2. Wellness Program</p> <p><i>Strategic Support CSA</i> <i>Employee Benefits Core Service</i> <i>Other Benefits Program</i></p> <p>This action reduces ongoing non-personal/equipment funding by \$65,000 for the city-wide wellness program. This reduction should not significantly impact the wellness program as there is sufficient funding in the Benefit Fund that can be utilized to meet the current objectives of the program. The funds have previously been used for classes, wellness fairs, and promotional events. The resources in the Benefit Fund are generated from performance failures guarantees that are provided by the City's healthcare providers. (Ongoing savings: \$65,000)</p>		(65,000)	(65,000)
<p>3. Reprographics Contractual Services Savings</p> <p><i>Strategic Support CSA</i> <i>Strategic Support Core Service</i> <i>Human Resources Management and Administration Program</i></p> <p>This action reduces ongoing non-personal/equipment budget by \$17,162 to reflect savings in the reprographics (printing) contract. The Finance and Information Technology Departments jointly worked to re-procure the City's reprographics contract for copier, scanner, fax devices support, and administration software and tools. Savings in the amount of \$363,000 will be generated city-wide in the General Fund, \$462,000 in all funds, across all departments from lower rental costs for the multi-function devices and significantly lower cost per copy and consumption rates. Savings can be realized with new green-print options and central administration of devices. (Ongoing savings: \$17,162)</p>		(17,162)	(17,162)

Human Resources Department

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



2021-2022 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. Rebudget: Training and Development		37,000	37,000
<i>Strategic Support CSA</i>			
<i>Training and Development Core Service</i>			
<i>Employee Training and Development Program</i>			
<p>This action rebudgets unexpended 2020-2021 non-personal/equipment funding of \$37,000 for the employee Training and Development Program. 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. (Ongoing costs: \$0)</p>			
2021-2022 Adopted Budget Changes Total	(1.00)	(114,438)	(114,438)

Human Resources Department

Performance Summary

Employee Benefits

Performance Measures



	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 Cost of benefits administration per FTE	\$341	\$354	\$300	\$311
 % of benefited employees enrolled in the City healthcare plan with the highest employee enrollment	81%	80%	82%	81%

Activity and Workload Highlights

	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
% of employees contributing to Deferred Compensation	76%	76%	76%	76%

Employment Services

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 Citywide Vacancy Rate	10.3%	10%	10.6%	10%
 Employee Turnover Rate ¹	6.4%	7%	4.9%	6%

¹ Turnover rate excludes retirement separation.

Activity and Workload Highlights





	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of positions filled:				
- New Hires	547	580	332	500
- Promotions & Laterals	589	600	356	550

Human Resources Department

Performance Summary

Health and Safety

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 Workers' Compensation Claims Closure Rate ¹	109%	100%	98%	100%
 Timely Completion of 3-Point Contact For New Workers' Compensation Claims ²	99%	100%	98%	100%
 # of Workers' Compensation disability hours	162,217	165,000	155,000	155,000
 Expenditures for Workers' Compensation per \$100 of total City salaries, benefits, and retirement	\$2.91	\$3.10	\$3.10	\$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


	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of open Workers' Compensation claims	2,520	2,500	2,533	2,600
# of new Workers' Compensation Claims	1,287	850	1,027	850
# of closed Workers' Compensation Claims	1,545	850	1,116	850
# of employees trained in safety	2,293	2,000	758	2,000
Total Workers' Compensation claims costs	\$20.4 M	\$21.0 M	\$20.5 M	\$20.0 M

Human Resources Department

Performance Summary

Strategic Support

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 % of employee performance reviews completed on schedule	52%	80%	54%	80%

Activity and Workload Highlights

	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of Human Resources Information Systems Transactions	26,900	27,000	16,593	25,000

Human Resources Department

Departmental Position Detail

Position	2020-2021 Adopted	2021-2022 Adopted	Change
Account Clerk	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	14.00	14.00	-
Assistant Director	1.00	1.00	-
Director, Human Resources	0.50	0.50	-
Division Manager	3.00	3.00	-
Employee Health Services Supervisor	1.00	1.00	-
Medical Assistant	1.00	0.00	(1.00)
Office Specialist II	1.00	1.00	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Senior Analyst	11.00	11.00	-
Senior Office Specialist	2.00	2.00	-
Staff Specialist	5.00	5.00	-
Total Positions	43.50	42.50	(1.00)

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